

# **ARIZONA JUDICIAL BRANCH**

# INFORMATION TECHNOLOGY STRATEGIC PLAN 2005-2007

Clerk of Superior
Court
Maricopa County

## TABLE OF CONTENTS

INT	TRODUCTION	X
A.	PLANNING METHOD AND PARTICIPANTS	X
В.	JUDICIARY STRATEGIC AGENDA: STATE AND LOCAL  B.1. Judicial Branch Statewide Agenda  B.2. Local Court and Agency Agendas	X
C.	STRATEGIC INITIATIVES: STATE, LOCAL COURT AND LOCAL GOVERNMENT.  C.1. Statewide Strategic Initiatives  C.2. Local Court and Agency Strategic Initiatives	X
D.	INFORMATION TECHNOLOGY STRATEGIC INITIATIVES  D.1. Judicial Branch Technology Initiatives  D.2. Local Court and Agency Technology Initiatives	X
E. ]	FISCAL YEAR 2004 ACCOMPLISHMENTS	X
F. 9	CURRENT TECHNOLOGY ENVIRONMENT	X
G.	STRATEGIC PROJECT ANALYSIS	X
Н.	INFORMATION TECHNOLOGY STRATEGIC PROJECTS  H.1. Major Statewide Initiatives and Planning/Impact Information H.2. Local Court Participation in Statewide Strategic Projects H.3. Local Information Technology Strategic Projects Detail H.4. Local Information Technology Strategic Resources	X
APl	PENDIX	
A.	CURRENT ENVIRONMENT.  1. Hardware Environment 2. Software Environment 3. Network Environment	X
В. 5	Second appendix item title	X
C. 7	Third appendix item title	X

### CLERK OF COURT - MARICOPA COUNTY

### INFORMATION TECHNOLOGY STRATEGIC PLAN FOR FISCAL YEARS 2005-2007

### INTRODUCTION

The Superior Court in Maricopa County is the fifth largest trial court in the nation with more than 115,000 cases and thousands of related documents filed in the Clerk of the Superior Court's Office ("Clerk") annually. The Superior Court in Maricopa County (the Court) relies heavily on automation and technology to support and conduct daily operations. The Court and Clerk are facing unprecedented growth in case filings and associated workloads. To meet the demands of its population, the Court and Clerk must effectively deploy available technologies to enhance caseflow management and improve litigation services. This will involve the use of on-line litigant services, systems integration, courtroom litigation support systems, video and telecommunication services, and conferencing capabilities.

Collaboration, efficiency, and innovation are important features in the development and implementation of any information technology ("IT") plan. These concepts are expressed throughout this document and at all levels of IT planning and management for the Clerk, Court, Justice Courts, Municipal Courts, Adult Probation Department, and Juvenile Probation Department in Maricopa County. The need for electronic exchange of information among the Clerk, the Court, Court departments, local governments, and law enforcement agencies is recognized as a key component of IT planning.

The Court and the Clerk work closely together and with the Maricopa County Board of Supervisors (the local funding agency) in planning and implementing information technology projects. Also, as a part of the Judicial Branch, the Court and Clerk participate in the Arizona Supreme Court's Commission on Technology (COT) for technology planning and state funding. The format of this Plan is a reflection of the collaborative effort of the Clerk's Office and the Court, including its major departments - Adult Probation Department and the Juvenile Probation Department. Also included are individual IT Plans of the Justice Courts and Municipal Courts.

Modern technology and service level demands have made the Court and Clerk increasingly dependent upon information technology to process and store vast amounts of information that support sensitive and critical functions. Court and Clerk leadership recognize that their computer and information assets have such great value that they must be managed to the same extent as more traditional organizational resources such as people, money, equipment, and time.

Clerk of Court Organization

The independent and elected position of Clerk is is established by the Arizona State Constitution. The office serves the citizens, the legal community, and the Superior Court, and was created to be responsive to the public. The Office is mindful of the taxpayer and through innovative programs, service-oriented employees, technological improvements, fiscal responsibility, and strong leadership, the Office has earned the reputation as a leader across the State and Nation.

The Clerk's Office consists of four primary functional areas: Financial Services, Family Support Center, Administrative Services, and Customer Services. An additional key business unit is the Public Affairs and Education Office (PAEO).

*Financial Services* performs the statutory fiduciary responsibilities of the Office by collecting, allocating, and disbursing bonds, fines, and reimbursements.

Family Support Center provides services for the public by assisting with the enforcement of child support orders, parent/child access (visitation), the establishment of child support orders, modification of child support, and customer service related to research, maintenance of non IV-D child support payments, and Expedited Service Plan as required by A.R.S. § 25-236.

Administrative Services provides internal support to the Office. This division oversees all technology, budget, human resources, training, auditing, facilities management, supplies, and mailing issues for the Office.

Customer Services operations include processing cases from initiation and fee collection through archiving; providing support to nearly 100 judicial officers in the Superior Court; processing appeals and exhibits; issuing marriage licenses and processing passport applications; filing documents; documenting Court actions and disseminating rulings; and serving internal and external customers.

*Public Affairs and Education Office* provides numerous critical support functions for the Office including: legislative, legal community, media, and internal relations and communications. Some responsibilities include producing publications, legislative coordination, web-site management, writingfor internal and external sources, coordinating office events, employee campaigns and displays, providing photography and graphics services, conducting tours, preparing presentations, and assisting with projects and customer service.

### **Superior Court Organization**

The Superior Court provides administrative direction to the justice and municipal courts. Each court also works closely with its local funding agency, which is county government for Superior and Justice Courts and city government for municipal or magistrate courts.

The automation for the county's courts is centralized primarily within the Administrative Office of the Courts. The courts also participate in strategic automation projects through a variety of user and other statewide policy groups.

The Superior Court continues to find itself at a crossroads in terms of automation. Although the Court's mainframe and mini-frame computers support a number of critical applications, there is a commitment to implement "open systems architecture" and integration of court and justice information systems.

Working with the Commission on Technology, and Administrative Office of the Courts, and the Clerk, the Superior Court completed an "Expectations Study" (through Gartner Consulting) last year to define business re-engineering opportunities and automation requirements. Planning is now underway to further delineate automation requirements, establish a joint project office, migrate from the legacy systems, and establish a multi-year project plan. The Commission on Technology has approved this approach, and has allocated substantial funding over the next five years for applications development, database licensing, and PC lifecycle support.

The systems integration issues facing the Court are not limited to linkage with local justice agencies, but also encompass state and local executive branch agencies. This involves both vertical and horizontal integration within the State Judicial Branch as described in *Vision 2004:* A Technology Visions Plan for the Arizona Courts.

The Court's major functional departments, judges and division staff, court administration, Conciliation Department, Jury Commission, and to a lesser extent, the Clerk, receive automation support provided by Judicial Information Services (JIS). Reliable and timely case information is critical to reengineering efforts. Reliable data is imperative for objective evaluation, planning and implementation of system changes, and for day-to-day management decisions, e.g., calendar equalization, case transfer, etc. Because of the high volume of cases handled in Maricopa County, the Court is increasingly utilizing automation for case assignment, caseflow management, noticing, calendaring, and generation of ad hoc management reports.

In keeping with integration initiatives of the Supreme Court and the Presiding Judge of the County, the Clerk and the Superior Court are continuing with joint efforts to accomplish various automation goals. This includes the development and implementation of shared administrative/business software applications. The Court also coordinates efforts with the Commission on Technology, and the newly established Court Automation Coordination Committee ("CACC") <sup>1</sup>The CACC is charged with the coordination of a comprehensive approach to automation planning for the high volume municipal, justice, and superior courts in both Pima and Maricopa Counties.

The Presiding Judge of the Superior Court in Maricopa County provides administrative direction for the courts within the jurisdiction. The courts also work closely with their local funding agencies, which is Maricopa County for Superior and Justice Courts, and city governments for municipal courts. The Maricopa County Board of Supervisors has provided the primary funding for reengineering efforts. The Arizona Supreme Court's Administrative Office of the Courts (AOC) has also provided significant grant funding for judicial and staff resources to help the Court handle growing caseloads. Funds from "Swift Fair Justice" have been used for

- 5 -

\_

<sup>&</sup>lt;sup>1</sup> - formerly the Large Volume Courts Subcommittee of the COT). Information Technology Strategic Plan: 2005-2007

system evaluation and consulting services.

The Court, the Clerk, Adult and Juvenile Probation, and Justice Courts are participating in the development of an integrated criminal information system for the court and justice agencies in Maricopa County. As part of the new jail sales tax approved by voters, \$26 million has been appropriated for an integrated information system. The Clerk and Court are also involved in state and federal system integration initiatives through the AOC and Arizona Criminal Justice Commission. These initiatives will improve public safety, efficiency, and timely sharing of case information to support decision making.

This is a three year information technology strategic plan for the Clerk of Superior Court in Maricopa County covering the period from January 2004 through June 2007.

The Clerk's Office and the Court participate in directing strategic automation projects through a variety of user and other statewide policy groups. These include:

The Commission on Technology and its subcommittees:

- Court Automation Coordinating Committee
- Probation Automation Coordination Committee
- Technical Advisory Council

The Arizona Court Automation Project Users' Group

The Juvenile On-Line Tracking System Users' Group

The Arizona Court Automation Project (ACAP) was conceived to actualize the recommendations of the Supreme Court Commission on the Courts to design and implement statewide communications and technology networks. The project is a court initiative that began in 1991 at the request of the Superior Court Clerks and limited jurisdiction courts. The objectives of the project are:

- To implement an automated case and financial management system in the project courts
- To build a communications network capable of supporting electronic mail and, eventually, the electronic transfer of and remote access to court records
- To build a solid automation foundation upon which future automation initiatives could be launched.

A number of courts in Maricopa County are participating in the ACAP project. To a great extent the strategic and information technology initiatives for participation ACAP courts are determined by those project parameters. In Maricopa County, an effort is being made to coordinate local systems development planning with the ACAP project and other state judicial branch initiatives.

### A. PLANNING METHOD AND PARTICIPANTS

This section outlines the participants, processes and events that contributed to formulating the Information Technology Plan for the Clerk of Superior Court.

### Clerk of Court

Planning is a major activity lead by the Clerk of the Superior Court, Associate Clerk for Administrative Services, Associate Clerk of Financial Services, Associate Clerk of Family Support Center, Administrators from each of the areas, Public Information Office, and Information Technology Group ("ITG") senior management. The leadership from each primary area of the Clerk's Office is actively involved in planning and establishes the long-term goals/objectives for the business. The Strategic Planning Team members are charged with oversight, administration and monitoring the IT related initiatives that target each of the objectives. Each initiative is continuously monitored throughout the year to facilitate adjustments for the dynamics of a constant changing environment. The planning process emphasizes the alignment of business goals and the Information Technology strategies and projects.

The planning process, a newly adopted program is focused around results oriented planning and will be tied to budgetary requests in the future. Designated as Managing For Results (MFR), the program was introduced by Maricopa County leadership and embraced by the Board of Supervisors as a means to tie funding to output productivity, efficiency and results.

Staff from the business areas participates with other agencies on numerous oversight, planning, and coordination committees to ensure that the strategic business objectives are synchronized with efforts of other county, state, justice, and law enforcement entities and jurisdictions. These business partners include consideration of horizontal relationships within the County as well as vertical within the court family. The Clerk works in conjunction with the Superior Court to ensure a "court-wide" vision is developed to maximize the benefits of the initiatives adopted.

This strategic planning document is the result of the ITG/Administrative group's planning and coordination efforts work with the Superior Court.

Technology based initiatives have evolved to provide significant impact upon the business of the Clerk's Office and its customers. Efforts have been instituted to ensure that a logical approach is applied toward devising technology based problem resolution. To this end, leadership at the highest levels of the organization collaborate with other agencies throughout the county and state to ensure technology decisions are sound. The Clerk of Court is an avid supporter of applying technology to solve business problems. The Clerk and IT management actively participate with other agencies to leverage and support collaborative technology solutions

### The Court

Planning, budgeting, and acquiring IT investments are significant activities of the Court. Court leadership approaches IT acquisitions with several key determinations in mind:

- 1. Does the proposed investment support core priority goals and functions;
- 2. Is the investment required because no other alternative is available; and
- 3. Will the investment support work processes that simplified, redesigned, or otherwise restructured to reduce overall costs, enhance services, and make maximum use of technology.

The backdrop against which all IT plans are made is recognition of the need for implementing a vertically and horizontally integrated, interoperable architecture to efficiently and effectively meet the needs of the Court and its users. Moreover, the Court is mindful that IT acquisitions must be made with the ability to take advantage of emerging technologies.

The Court is also mindful of the fact that capabilities of even the most advanced technologies will be limited unless its workforce is adequately trained and capable of managing and employing information technology to improve the productivity, efficiency, and effectiveness of the Court's business.

### **County Information Office**

Local agencies including the Clerk's Office and the Court work closely with Maricopa County's OCIO. This cooperation is necessary to ensure alignment and consistency in the adoption of technology and due to the decentralized organizational structure of the automation departments among the various agencies. Close collaboration is always maintained but specifically when:

### There is a financial impact:

- The dollar value of the technology investment is \$25,000 or more.
- Other departments are financially affected.
- There will be an increase to base-budget due to ongoing maintenance.
- There is a lease involved.

### There is a legal impact:

- There is any degree of technology outsourcing.
- There is an intergovernmental agreement (IGA).
- There are complex contract terms, conditions, or license agreements.
- There is software that should be copyrighted by the County.

### There is a technology impact:

- There is any telecommunications related equipment involved.
- There is software that is being custom-built or heavily modified for the County.
- There is a deviation from any Countywide or electronic community standard.
- There is an implied setting of a *de facto* standard for new technology.
- There is a new technology, which is unproven in a production environment.
- There is a potential risk to County network security.
- There is a long-term dependency on any vendor in a high-risk profile including financial hardship or significant market downturn.

### Maricopa County has a three-tier technology governance model:

- Enterprise Policies, standards, infrastructure, core systems, security and telecommunications as directed by the CIO.
- Community Multiple departments or areas that share systems, information, or horizontal processes as jointly directed by their business leaders.
- Department Systems integral to a single department or area.

### **Integrated Criminal Justice Information System**

As a formal "community" within the County, the Justice and Law Enforcement (J&LE) environment: (1) has an active voting "board of directors" known as MCJustice Technology Subcommittee (MCJusTech), which brings vision, policy, and strategy to integrated justice and law enforcement initiatives; and (2) has an advisory committee known as Justice and Law Enforcement Technology Council (JALETC), which is comprised of the senior technologist from the justice and law enforcement agencies, and which executes the strategy of MCJusTech.

Maricopa County has a long history of collaboration among the Court, the Clerk, and other justice agencies. The innovative approaches and system improvements planned and implemented result from the joint work and input of the County Attorney, Public Defender's Office, Legal Defender's Office, Sheriff, Adult Probation, the Clerk, and the Court. Commitment of Maricopa County justice stakeholders is highlighted by the fact that formal structures have been instituted to ensure continued reengineering efforts.

One example is MCJustice, a coalition of Maricopa County criminal justice stakeholders that meets regularly to find system efficiencies to handle the large increase in felony case filings. (See MCJustice Vision Statement, Appendix 1, developed through a federally funded technical assistance project of the National Institute of Corrections (NIC).

Participation in several standing committees and workgroups dedicated to improving the justice system include:

MCJustice Direct Filings Workgroup
ICJIS Executive Committee Criminal Study Committee
ICJIS Business Integration Team EDC Expansion Committee
Arizona Judicial Council Criminal Quad Member Meetings

Also, as recommended by the Coplan consulting study, the Presiding Judge of the Superior Court has created an Information Technology Steering Committee ("ITSC"). The Coplan study was an organizational assessment of the Court's Judicial Information Services ("JIS") which was reported in late December 2000. The report presented recommendations for promoting successful management of information technology projects by JIS.

A countywide automation committee made up of representatives from the county courts contributed to the development of this plan. Participants include in the two county level committees are:

### ICJIS Executive Committee

Hon. Colin Campbell
Presiding Judge
Maricopa County Superior Court

Hon. Richard Romley County Attorney

Maricopa County Attorney's Office

Hon. Michael Jeanes Clerk of Court Maricopa Clerk of Superior Court Maricopa County Superior Court

David Hendershott Chief Deputy

Maricopa County Sheriff's Office

**Bob Briney** 

Legal Defender's Office

Maricopa County

### JUSTICE AND LAW ENFORCEMENT TECHNOLOGY COUNCIL

Chuck Brockshmidt

IT Manager Public Defender

Jeanne Vaughn IT Manager

Maricopa County Sheriff's Office

Will Tagart
Director, ITG
Clerk of Court

David Stevens

Director Application Development Maricopa County Superior Court

Al Lucas

Information Technology Director Maricopa County Attorney's Office In addition to countywide participation and input, the Court and Clerk benefit from the advisory and review functions provided by statewide committees. The Commission on Technology is subcommittee of the Arizona Judicial Council. It serves to provide an advisory function with respect to statewide technology policies, standards, and applications and is charged with helping to implement automated case management systems, building a communications network, and promoting a solid automation foundation upon which future initiatives may be launched.

### **COMMISSION ON TECHNOLOGY**

Hon. Ruth McGregor, Chair Arizona Supreme Court

Hon. Louraine Arkfeld Presiding Judge Tempe Municipal Court

David Byers Administrative Director Arizona Supreme Court

Hon. Jeanne Hicks Clerk of the Superior Court Yavapai County

Hon. Michael Jeanes Clerk of Court Maricopa County Superior Court

Linda Kosmata
Judge Pro tem
Court Administrator
Yuma Municipal Court

Hon. Robert Dorfman Chief Presiding Judge City of Phoenix Municipal Court

Hon. John Kennedy Presiding Justice of the Peace Mayer Justice Court Marcus Reinkensmeyer Court Administrator Maricopa County Superior Court

Hon. Joseph Howard Arizona Court of Appeals, Div. 2

Hon. Clark Munger Pima County Superior Court

Hon. Gary Pope Presiding Judge Mohave County Superior Court

Don Stiles Court Administrator Pima County Superior Court

Hon. William Tinney Pima County Superior Court

Deborah Schaefer Court Administrator

Maureen Haggerty
Administrative Office of the Court

### TECHNICAL ADVISORY COUNCIL

Karl Heckart, Chair Chief Information Officer Arizona Supreme Court

Mohyeddin Abdulaziz Information Systems Manager Court of Appeals

John Barrett
Chief Technology Officer
Superior Court in Maricopa County

Ron Beguin
IST Division Director
City of Phoenix Municipal Court

Janet G. Cornell Court Administrator City of Scottsdale Municipal Court

David A. Davis
IT Manager
Maricopa County Justice of the
Peace Court

Daniel W. Edwards
Deputy Court Administrator
City of Scottsdale Municipal Court

Joan Harphant
Chief Court Administrative Officer
City of Tucson Municipal Court

John King Research & Planning Director Maricopa County Juvenile Court Cary Meister Information Technology Mar

Information Technology Manager Superior Court of Yuma County

Carol Merfeld Special Project Manager Superior Court in Pima County

Gregg Obuch Director Superior Court in Pima County

Eloise Price Director Superior Court in Gila County

Kyle Rimel Court Automation Specialist Superior Court in Mohave County

Will Tagart
Director
Superior Court in Maricopa County

Alan Turner Sr. Programmer Analyst Superior Court of Pinal County

Maureeen Haggerty, Staff Arizona Supreme Court Information Technology Division Phone: (602) 542-9791

### COURT AUTOMATION COORDINATING COMMITTEE

Marcus Reinkensmeyer, Chair Court Administrator Superior Court in Maricopa County Ron Beguin
IST Division Director
City of Phoenix Municipal Court

Tom Brady Court Manager

City of Tempe Municipal Court

Janet G. Cornell Court Administrator

City of Scottsdale Municipal Court

David A. Davis IT Manager

Maricopa County Justice of the

Peace Court

Margaret Guidero Court Administrator

Superior Court in Yuma County

Karl Heckart Director

Arizona Supreme Court

Donald Jacobson Court Administrator

City of Flagstaff Municipal Court

Kim Johnson Director

Superior Court in Pinal County

Michael Pollard, Co-chair

Judge

City of Tucson Municipal Court

C. Steven McMurry Justice of the Peace

Maricopa County Justice of the

Peace Court

Gordon Mulleneaux

Associate Clerk, Financial Services

Clerk of Court

Superior Court in Maricopa County

Patricia Noland Clerk of Court

Superior Court in Pima County

Gregg Obuch Director

Superior Court in Pima County

Tim Lawler, Staff Arizona Supreme Court

Information Technology Division

Phone: (602) 542-9791

### **APETS STEERING COMMITTEE MEMBERS:**

Barbara Broderick Chief Probation Officer

Maricopa County Adult Probation

Bobbie Chinsky Program Manager Arizona Supreme Court

Thomas Gronski

Director

Arizona Department of Juvenile

Corrections

Rod Marquardt

Chief Probation Officer/Director Mohave County Adult & Juvenile

Probation

Debbie Olsen

Technical Services Administrator

Arizona Supreme Court

Renny Rapier Supervisor

Pima County Adult Probation

Department

David Sanders Chief Probation Officer Superior Court of Pima County

Cherlyn Townsend Director Maricopa County Juvenile Court

Myrtle Young Director Cochise County Juvenile Probation Rick Schmidt Director Superior Court of Pima County

Jim Ham, Staff Arizona Supreme Court Information Technology Division Phone: (602) 542-9566

### B. JUDICIARY STRATEGIC AGENDA: STATE AND LOCAL

This section of the Information Technology Plan addresses the vision and mission of the Arizona Judiciary, the Maricopa Superior Court, the Clerk's Office and their respective local funding agencies.

### **B.1. Judicial Branch Statewide Agenda**

The courts support the *JUSTICE FOR A BETTER ARIZONA: A STRATEGIC AGENDA FOR ARIZONA's COURTS 2002-2005* and its vision to increase the public's trust in the court system, to inspire confidence that individual rights are being protected, and to ensure that all citizens are being treated fairly. This strategic agenda was adopted in January 2002 at the direction of the judiciary's new chief justice. It remains consistent with the previous Justice 2002 vision; an additional agenda 'Serving the Public by Improving the Legal Profession" has been added and several new or revised initiatives have been identified under each of the existing strategic agendas.

### ARIZONA JUDICIAL DEPARTMENT STRATEGIC AGENDA

### PROTECTING CHILDREN, FAMILIES & COMMUNITIES

Courts provide a fair and impartial forum for the resolution of disputes. They ensure that those who violate laws are held accountable and serve to limit the arbitrary use of governmental power. They protect against physical or financial harm to those in need due to age or infirmity. Arizona courts are an essential component of a justice system that exists, in substantial part, to protect children, families, and the communities in which we live. To that end, this strategic initiative, "PROTECTING CHILDREN, FAMILIES AND COMMUNITIES," includes four major areas of focus: abused and neglected children; victims of domestic violence; vulnerable persons; and, adults and juveniles under the supervision of the state's probation system.

### PROVIDING ACCESS TO SWIFT, FAIR JUSTICE

Our judicial system is predicated on the belief that all citizens coming before the courts are entitled to equal justice, regardless of race, ethnicity, gender, age, or economic circumstance. In order to have a fully impartial system of justice, courts must resolve cases swiftly and fairly because, as is often the case, justice delayed is justice denied. Memories fade, evidence is lost, and the accused may spend months or years in custody never having been found guilty of a crime. Courts ensure that litigants and victims fully understand their rights and that those rights are protected. Courts must provide meaningful access to all, ensuring that no litigant is denied justice due to the lack of counsel or the inability to understand legal proceedings. To that end, this strategic initiative, "PROVIDING ACCESS TO SWIFT, FAIR JUSTICE," focuses on the following areas of importance: addressing bias in the judicial system; ensuring the rights of victims are enforced; providing meaningful assistance to self-represented litigants; and, creating user-friendly courts that effectively utilize technology and efficiently process and manage cases to resolve disputes in a fair and timely manner.

### CONNECTING WITH THE COMMUNITY

While the judiciary is the smallest branch of government, and is independent, it does not exist in isolation. Courts exist to serve the public and cannot serve effectively if meaningful communication does not exist. This strategic initiative, "CONNECTING WITH THE COMMUNITY," focuses on enhancing judicial communication with the public and the other branches of government, as well as fostering public understanding of the role of the judiciary and how it functions through educational initiatives. In addition, the only contact many citizens have with judges results from a call to jury service. This initiative focuses on the development of a jury system that communicates its mission within the constitutional system, and is reasonably convenient for those called to serve.

### **BEING ACCOUNTABLE**

The judicial branch of government, like the executive and legislative branches, must be accountable to the public. This strategic initiative, "BEING ACCOUNTABLE," focuses on the obligation of the judiciary to ensure staff at all levels are competent, professional, and customer service oriented, to keep all branches of government and the public informed of court operations, programs and initiatives, and the development of a clear, strategic agenda for the judiciary of Arizona which fosters public trust and confidence.

### SERVING THE PUBLIC BY IMPROVING THE LEGAL PROFESSION

The judiciary has long recognized the indispensable role of the legal profession in protecting individual rights and liberties in a free society. We continue in that tradition. Because the Supreme Court regulates the practice of law, however, the judiciary must determine how the legal profession can best serve the public. While the traditional adversarial system for resolving disputes may be applicable in the majority of legal disputes, that system may not be desirable in all cases. Our Model Court program for dependent and neglected youth is a good example. The fundamental conflict inherent in the duty of the attorney to seek truth, vigorously representing the client in adversarial proceedings, may need to be re-examined in other areas, particularly in family disputes. This strategic initiative, "SERVING THE PUBLIC BY IMPROVING THE LEGAL PROFESSION," focuses primarily on whether existing rules governing the practice of law in specific areas need to be re-visited in light of changing societal expectations and needs. Attorneys must be held to the highest standards to prevent harm to those they serve, and to compensate those who have suffered economic loss caused by dishonest conduct on the part of his or her legal representative.

Within each of these strategic agendas, there are several initiatives identified for achieving the goal. These initiatives are listed in the next section.

### **B.2. Local Court and Agency Strategic Agendas**

The county's courts and their associated local funding agencies have identified some additional Information Technology Strategic Plan: 2005-2007 - 16 -

strategic business goals as follows:

### Clerk of Court

Mission – To provide court-related records management, financial, and family support services to the public, the legal community, and the Superior Court so they can have effective access to the legal process.

Vision – Meeting the needs of our customers before they ask.

### **Superior Court**

The courts in Maricopa County support the vision of *Justice 2002*, which is to increase the public's trust in the court system, to inspire confidence that individual rights are being protected, and to ensure that all citizens are treated fairly.

Mission - to provide people with access to a public forum for dispute resolution and court services so citizens can realize timely, fair, economical, individualized justice, and to also serve the community by assisting children and families in need.

Vision - The Superior Court and Justice Courts in Maricopa County continually explore ways to improve services by experimenting with better methods to resolve disputes and designing programs that address civil and criminal issues fairly and without undue delay. We focus on how to be the best at what we do, whether providing a judicial forum or specific customer-centered programs and how to position ourselves to anticipate change, rather than react to it.

### Local Court and Local Government Strategic Agendas

The leadership of Maricopa County courts recognizes that the judicial services landscape is changing rapidly. With the exception of a strong commitment to justice, the judiciary that has served the public in decades past may little resemble the court services of the next century. Indeed, increased public demand for information, services, and functions supplied by courts have at times overburdened local court systems. In response, court systems have turned to new technologies for solutions.

Although many technological and automation advances have become essential ingredients in providing quality services to judicial consumers, their use brings new challenges to this court's administrators who are ever mindful of the need to maintain high standards of accountability and efficiency. With this in mind, Maricopa County courts are committed to providing the public with exemplary, yet affordable and sensible, judicial services.

The Court and Clerk's Office have identified additional strategic business goals. Also, Maricopa County, a principal funding source for the Court has identified certain IT policies, set forth in its OCIO IT Governance Policy. Applicable goals and principles are as follows:

Agency	Strategic Business Goal/Policy
Clerk of Court	Demonstrate its flexibility and make innovative changes in order to meet customers' expectations and demands as measured by documented outcomes (July 2005).
Clerk of Court	90% of COSC initiatives achieving target goals and are within 95% of targeted expenditures. COSC's tracking and monthly reporting of project statistics, financial and human resources are shared to address funding and priority issues to increase our effectiveness and efficiency.
Clerk of Court	As mandated fiduciary and record keeper of Court documents, monitor and address rules and administrative orders governing the duties and responsibilities of the Clerk's Office including public and private access to court information. Annually update COSC's policies and standards accordingly.
Clerk of Court	Provide leadership in critical public policy areas in a fiscally responsible manner including public records and service delivery
Clerk of Court	Continue to improve its positive public image based on results achieved. Execute a comprehensive external public information strategy to improve public knowledge of county government by 3% points and public satisfaction with county government by 2% (August 2004).
Superior Court	Improve timely disposition of cases through better caseflow management, calendar control, and Alternative Dispute Resolution (ADR).
Superior Court	Improve public access to court services, court case information, and supporting programs via development of "on-line" information and services.
Superior Court	Continue re-engineering of criminal case processing through collaboration with other

Agency	Strategic Business Goal/Policy
	courts and justice agencies.
Maricopa County	County employees will have the flexibility to do their jobs from anywhere in the County at any time. (July 2003)
Maricopa County	The Public and outside organizations will be able to obtain services and transact business electronically from any location at any time.
Maricopa County	Operational and strategic decision-makers will be able to readily and easily access information they need to make informed decisions.
Maricopa County	The cost and time to deliver services will be reduced by streamlining business operations through the use of technology.
Maricopa County	Through countywide technology standardization, we will optimize the use of resources so that the information technology department strategic goals will be achieved.

# C. STRATEGIC INITIATIVES: STATE, LOCAL COURT AND LOCAL GOVERNMENT

This section discusses the business-oriented strategic initiatives of the Arizona judicial branch as well as the local courts and their local funding agencies, including the vision and mission they support.

The county's courts support the vision and goals in *JUSTICE FOR A BETTER ARIZONA: A STRATEGIC AGENDA FOR ARIZONA's COURTS 2002-2005*. Courts are prepared to implement many of the various initiatives as they are taken statewide. These include:

### **C.1. Statewide Strategic Initiatives**

### AGENDA 1: PROTECTING CHILDREN, FAMILIES & COMMUNITIES

### 1-A Abused and Neglected Children

There may be no greater exercise of governmental power, with the exception of the imposition of the death penalty, than the state's removal of children from their parents once allegations and evidence of abuse or neglect have been established. Courts are required to balance the protection of the child with the right of the parent. Once intervention in deemed necessary, it is imperative that courts act swiftly and fairly to dispense justice, ensuring that parents are given every reasonable opportunity to become responsible for the care of their children. If parents are unable to assume custody, courts and ancillary services must make every effort to find appropriate, permanent homes so that no child languished needlessly in the custody of the state.

### **Initiatives for Agenda 1-A Abused and Neglected Children**

Process child abuse and neglect cases in a fair and timely manner to ensure children have safe, nurturing, and permanent homes while protecting the rights of all parties.

- **\$** Continue implementation of Model Court statewide.
- **\$** Encourage public and private agencies to increase efforts to recruit foster homes for children in need.
- **\$** Encourage public and private agencies to increase efforts to recruit adoptive families and expedite the certification process for children available for adoption.
- **\$** Provide continuing education to the judiciary on the impact of child abuse and neglect on children and families.

### AGENDA 1: PROTECTING CHILDREN, FAMILIES & COMMUNITIES

### 1-B Victims of Domestic Viole nce

Domestic violence affects thousands of Arizona citizens each year. Courts and probation departments observe the real impact such violence has, not only on victims of abuse, but also on children who live with and witness violence in their own homes. It is important for judges and judicial staff to be knowledgeable and posses the skills necessary to process domestic violence cases swiftly and appropriately when victims of abuse seek court protection.

### Initiatives for Agenda 1-B Victims of Domestic Viole nce

Develop and implement best practices and procedures to address domestic violence effectively and to reduce its impact on children and families.

- \$ Expand probation services to the limited jurisdiction courts for domestic violence cases, including the creation of specialized caseloads where appropriate, to ensure offender compliance with court orders.
- **\$** Expand the electronic centralized registry to include orders of protection from all courts.
- \$ Provide continuing education to the judiciary concerning the seriousness of domestic violence, the cycle of abuse, and its impact on families, particularly children.
- \$ Assist in educating the public on domestic violence and the availability of services for those affected by domestic violence.

### 1-C Vulnerable Persons

As the population of our state continues to increase and age, courts are often called upon to appoint fiduciaries, licensed by the court, to aid those in need of assistance in managing their personal and financial affairs due to age or other infirmity. Courts must ensure, through effective oversight, policies, and training that fiduciaries act in the best interests of those they serve and are held accountable for performing their duties properly.

### **Initiatives for Agenda 1-C Vulnerable Persons**

Implement the re-engineering of probate case management statewide to ensure protection of elderly, mentally incapacitated, and other vulnerable persons.

- **\$** Develop procedures to screen and monitor fiduciaries.
- **\$** Develop uniform procedures to audit the accounting practices of fiduciaries.
- \$ Develop statewide automated case processing and uniform case management systems

### **AGENDA 1: PROTECTING CHILDREN, FAMILIES & COMMUNITIES**

for probate cases.

**\$** Provide continuing education to the judiciary on the effective oversight of probate cases.

### 1-D Probation Supervision

Persons who violate the laws of this state must be held accountable. Courts determine the appropriate punishment for these individuals within the requirements of existing laws in order to deter crime and protect the public. If the court determines probation to be the most appropriate action, it must ensure that the offender is not only held accountable, but is offered rehabilitative services designed to reduce or eliminate future criminal activity. Those offenders with histories of substance abuse or mental illness present a unique challenge, and innovative approaches must be considered, such as drug courts and family courts, to reduce offender recidivism and promote public safety.

### **Initiatives for Agenda 1-D Probation Supervision**

Provide a balanced approach to probation that focuses on holding probationers accountable, keeping communities safe, and providing treatment and rehabilitation services to offenders.

- **\$** Enhance efforts to collect restitution and fees from probationers.
- **\$** Require that probationers complete all conditions of probation, including community service hours.
- **\$** Provide probation services to the limited jurisdiction courts for those convicted of sex offenses and DUI offenses.
- **\$** Ensure the provision of treatment services for mentally ill offenders.

Develop innovative, effective methods to assist substance abusing offenders, including the continued expansion of drug courts, to prevent additional contact with the justice system and ensure community safety.

- **\$** Ensure offenders are appropriately screened for needs and risk to the community and that appropriate services are provided.
- **\$** Expand drug/alcohol treatment programs for probationers.
- **\$** Provide judicial education on the management and supervision of substance abusing offenders.
- **\$** Make greater use of drug courts and treatment in reducing substance abuse and recidivism in the justice system.

### **AGENDA 1: PROTECTING CHILDREN, FAMILIES & COMMUNITIES**

Develop and implement a comprehensive officer safety program in order to ensure the safety of officers and staff, thereby enhancing the effectiveness of probation in protecting the community.

- \$ Establish, implement, and monitor statewide policies concerning officer safety, utilizing the continuum of force model, up to and including the provision of firearms to officers.
- **\$** Ensure that on-going safety training is provided to probation personnel.
- **\$** Advocate for resources necessary to provide training and safety equipment to probation personnel.

### AGENDA 2: PROVIDING ACCESS TO SWIFT, FAIR JUSTICE

### 2-A Fairness in the Judicial System

The judiciary aspires to a fair and impartial justice system. The court community should strive to reflect the diversity of the public it serves at all levels and have open dialogue with all groups in order to increase respect and understanding between courts and the public they serve.

### **Initiatives for Agenda 2-A Fairness in the Judicial System**

Continue to strive for a justice system in Arizona which is free from actual or perceived racial, ethnic, gender, or economic bias.

- **\$** Enhance communication between courts and minority communities.
- **\$** Provide continuing education of the judiciary on issues of cultural and racial diversity.
- **\$** Endeavor to increase the diversity of the judiciary at all levels to reflect the communities it serves while maintaining the highest level of judicial qualifications.
- \$ Continue efforts to address the over-representation of minority youth in the justice the ABuilding Blocks@initiative.

### 2-B Victims' Rights

For those directly impacted by crime, negotiating the criminal justice system may be a source of frustration. Courts must be responsive to the needs of victims while protecting the constitutional rights of both the accused and the victim. Courts must ensure victims have the opportunity to exercise rights granted to them. Additionally, the victims deserve to be treated with respect by all entities in the criminal justice system.

### **Initiatives for Agenda 2-B Victims = Rights**

Ensure that the rights afforded victims of crime are enforced and that victims are informed and treated with dignity and respect.

- **\$** Work in cooperation with law enforcement, prosecutorial agencies, defense counsel, and victims to ensure compliance with victims=rights provisions.
- **\$** Provide continuing education of the judiciary on the rights and appropriate treatment of victims.
- \$ Educate victims on their rights as well as the responsibilities of prosecutorial agencies and the courts.

### 2-C Self-Represented Litigants

For too many people the cost of legal representation has become prohibitive, as evidenced by the ever increasing number of self-represented litigants appearing before the courts. In order to ensure that citizens have meaningful access and an opportunity to be heard, Arizona courts have and will continue to develop methods to provide assistance to litigants so that no one is denied justice solely because they do not have the benefit of counsel.

### **Initiatives for Agenda 2-C Self-Represented Litigants**

Develop and implement effective ways to assist self-represented litigants.

- **\$** Partner with the State Bar to examine effective ways to provide legal assistance to prose litigants.
- \$ Implement a public access line to provide general court related information to the public.
- **\$** Encourage the establishment of legal advice hotlines for domestic violence, domestic relations, and juvenile matters.
- \$ Expand the judicial department's self-service center web site to include additional forms, instructions, and other information helpful to those who must appear in the limited jurisdiction and superior courts.
- **\$** Simplify forms and procedures.
- **\$** Encourage the establishment of self-service centers in courts and encourage the expansion of pro-bono legal representation by members of the State Bar.

### 2-D User-Friendly Courts

To enhance public trust and confidence in the judiciary, courts must be truly accessible to those whom they serve. As the age and diversity of Arizona's population increases, courts must address the need for more language interpreters, assistance for the speech or hearing impaired, and the public's growing expectation of assistance in the area of self-representation. Public expectations concerning the timely resolution of disputes, particularly in divorce and child custody proceedings, continue to challenge courts. The continuing development of efficient case processing and management systems is designed to ensure the resolution of disputes in a fair and timely manner, thereby strengthening public confidence in the courts.

### **Initiatives for Agenda 2-D User-Friendly Courts**

Provide an opportunity for those who appear before the courts to participate effectively without inconvenience.

- \$ Implement programs to ensure the availability of qualified language interpreters for non-English speaking litigants.
- **\$** Implement programs to assist speech or hearing-impaired litigants.
- \$ Maintain court facilities that are safe, accessible, and convenient to use.
- \$ Enhance public access and usability of information available on-line through the expansion of the Judicial Branch web site and by looking for opportunities to partner with the Executive Branch to utilize its web portal, AArizona @ Your Service,@to increase the public's ability to conduct business with the courts.
- **\$** Provide customer service training for judges and judicial staff.

Encourage the development of case management systems that reflect best practices in order to resolve disputes in a prompt, fair, and cost-effective manner.

- \$ Assist the courts in the development and implementation of best practices for efficient case processing.
- **\$** Encourage the elimination of duplicative local rules and encourage the consistent application of statewide rules of procedure.
- \$ Enhance the use of technology within courts to process cases in an efficient manner, including the development of an electronic document management system.
- **\$** Develop innovative ways in which to use alternative dispute resolution methods to achieve more mutually satisfying results and to expedite case dispositions.

### **2-E Continuous Improvement**

To better serve the public, courts must continuously examine innovative ways to resolve disputes in a fair, timely, and cost-effective manner. Litigants should not be forced to wait in limbo for resolution of such issues as the custody of their children, their financial future, or their very freedom. While traditional adversarial methods of dispute resolution may be appropriate for many cases, it is time to examine better and more cost-effective methods.

Courts of limited jurisdiction, where more than 95 percent of all litigants find themselves, must not be left behind as the judiciary moves forward. Demands placed upon these courts, particularly justice courts, have significantly increased over the years. In order to meet current demand and ensure public trust and confidence, in the judiciary, Arizona courts will continue to expand case re-engineering efforts at all levels.

### **Initiatives for Agenda 2-E Continuous Improvement**

Develop and implement a plan to enhance the operations of limited jurisdiction courts, with particular emphasis on the justice courts.

- **\$** Increase qualifications and provide legal assistance to justices of the peace and their staff as needed.
- \$ Enhance educational opportunities for justices of the peace and require demonstrated proficiency in areas of law common in cases handled in justice courts to ensure appropriate and consistent decision making.
- **\$** Encourage the upgrade of court facilities to better serve the public and provide adequate space for court staff and records.
- \$ Centralize the processing of civil and criminal traffic tickets to ensure standardized processing and enhanced collection of fines.
- **\$** Ensure accountability through prompt resolution of complaints of misconduct.

Work toward re-engineering domestic relations case processing to eliminate, in the vase majority of cases, the adversarial nature of divorce and provide prompt, fair, and more cost-effective methods to resolve divorce and child custody matters.

**\$** Create a task force to study domestic relations practices and alternatives to the adversarial process.

Explore opportunities for the re-engineering of civil case processing to ensure cases are resolved in a prompt, fair, cost-effective method.

**\$** Conduct a thorough study evaluating the proposed use of complex litigation/business courts.

Continue the re-engineering of criminal case processing to ensure expeditious resolution fairly and timely.

- \$ Dispose of 90% of felony cases within 100 days and 99% of cases within 180 days (Fill the Gap) and, as necessary, achieve funding to meet these goals.
- \$ Develop and implement integrated justice information systems to enhance the efficiency and accuracy of data transferred to and received from other governmental entities.

Review the process of keeping the court record to determine the most appropriate and cost-effective method to preserve the integrity of judicial proceedings and effectively utilize valuable court reporter resources.

\$ Establish a committee to review current court rules and develop new rules, as needed, governing how to best maintain the record of court proceedings.

### **AGENDA 3: CONNECTING WITH THE COMMUNITY**

### **Initiatives for Agenda 3**

Communicate effectively with communities we serve to ensure continuous improvement of the court in its service to the community.

- \$ Conduct citizen summits in various locations to gather input from the general public, court users, and minority communities.
- **\$** Keep the public informed of court activities and initiatives through the use of the Judicial Branch web site and other means of outreach.
- \$ Foster a continuing relationship with the legislature through the AView from the Bench@programs which pair legislators with judges for purposes of enhancing mutual respect for their respective roles.
- \$ Establish local citizen advisory boards in each county to provide input on court operations.

### **AGENDA 3: CONNECTING WITH THE COMMUNITY**

**\$** Conduct customer service surveys for continuous feedback from court users.

Develop educational programs and initiatives to improve the public's understanding of the role and functioning of the court.

- \$ Partner with the State Bar Foundation to expand educational programs within schools, such as AWe the People,@ to foster a greater understanding of the role of the court in a constitutional system of government.
- \$ Develop and implement opportunities for young people to observe courts in action and continue partnering with the State Bar to maintain and expand the ALaw for Kids@web site.
- \$ Assist the public in developing a greater understanding of the functioning and role of the Supreme Court by conducting oral arguments and town halls in communities around the state.

Develop and implement a jury selection and management system which provides a convenient, respectful, and meaningful experience for jurors.

- \$ Implement one day/one trial statewide.
- **\$** Expand resource lists used to create jury pools.
- **\$** Develop juror appreciation programs.
- **\$** Create juror exit surveys to obtain juror input.
- **\$** Increase juror compensation.
- \$ Implement systems to promote compliance with the requirement to appear for jury duty.
- **\$** Develop jury management software, including systems to assist jurors in scheduling jury service.
- **\$** Educate the public on the importance of jury duty in order to secure the attendance of those summoned for service.

### **AGENDA 4: BEING ACCOUNTABLE**

### **Initiatives for Agenda 4**

Recruit and retain a professional, well-trained, customer service oriented workforce to better serve the needs of the public.

- \$ Advocate for competitive salaries and benefits for all court employees, including probation officers, judicial staff, and judicial officers.
- \$ Advocate improved retirement benefits, including the ADeferred Retirement Option Program,@to encourage the retention of experienced employees who would otherwise retire from state service.
- **\$** Enhance training and career opportunities to increase the knowledge and professionalism of staff.
- \$ Update and enhance the judicial education programs to require comprehensive, meaningful training of judges, judicial staff, and probation officers.

Keep the executive and legislative branches of government, as well as the public, informed of court operations, programs, and initiatives.

- **\$** Deliver an annual State of the Judiciary Address.
- **\$** Publish an annual report.
- **\$** Publish the court's strategic agenda.

The Arizona Judicial Council will continue to assist the Chief Justice in the development, review and implementation of the Strategic Agenda of the judiciary.

- \$ Continue to encourage local courts to engage in setting strategic goals consistent with those established by the Judicial Branch Strategic Agenda.
- **\$** Continue strategic planning by committees and commissions of the Arizona Judicial Council.

Increase efforts to ensure that court facilities and all who work within or visit the courts are kept safe from physical harm.

**\$** Make recommendations on steps necessary to provide appropriate security to protect court facilities, personnel, and computer systems from intentionally inflicted harm or destruction.

### AGENDA 5: SERVING THE PUBLIC BY IMPROVING THE LEGAL PROFESSION

### **Initiatives for Agenda 5**

Work in partnership with the State Bar and other entities to examine ways in which the legal profession can best serve the public and the justice system as officers of the court.

**\$** Work with the Conference of Chief Justices and the National Association of Law School Deans to examine fundamental concepts concerning the legal profession being presented in law schools.

Continue to improve the attorney discipline process to ensure the efficient, timely, and fair resolution of client complaints.

- **\$** Meet time frames established by the Supreme Court for processing complaints.
- **\$** Provide complainants timely notice and an opportunity to be heard before final disposition of complaints.
- **\$** Provide easily accessible information to the public relating to disciplinary actions taken against attorneys in order to protect the public.

Ensure the client protection fund is financially solvent in order to reimburse losses caused by the dishonest conduct of attorneys admitted and licensed to practice in Arizona, occurring in the course of the attorney-client or a fiduciary relationship between the attorney and the claimant.

### C.2. Local Court and Local Agency Strategic Initiatives

### LOCAL COURT AND AGENCY STRATEGIC INITIATIVES

### Clerk of Court for Maricopa County Strategic Planning Goals:

- 1) The Clerk's Office will improve it's flexibility to adapt to change in order to meet customers' expectations/demands through improved productivity (July 2005).
- 2) Over the next 3 years, the Clerk's Office will develop and implement a workforce plan to reduce turnover rate by 5% a year.
- 3) 90% of Clerk's Office initiatives achieve target goals and are within 95% of targeted expenditures.
- 4) Clerk's Office tracking and reporting of statistics, financial and human resources are shared monthly/quarterly in order to address/resolve funding and priority issues to increase our effectiveness and efficiency.
- 5) Clerk's Office, as mandated fiduciary and record keeper of Court documents, will evaluate laws, rules, administrative orders governing public/private access to court information and will annually update COSC's policies and standards accordingly.

### **Maricopa County Superior Court Strategic Planning Goals:**

- 1) By December 2003, the Court will provide speedy and fair justice in case Processing as follows: 95% of cases shall be disposed in compliance with established trial court standards; -case terminations shall equal or exceed case filings; pending case inventories shall be reduced by 3%.
- 2) To prevent delay in judicial decisions, by December 2003, 90% of needs assessments and evaluative reports will be made to judges within guidelines adopted by the court.
- 3) Individuals are held accountable and the integrity of the court maintained through monitoring: 100% of probate cases requiring audits and financial accounting within a two year cycle; -80% of court-supervised defendants to comply with pretrial release conditions; -18% of cases complying with court collections orders.
- 4) Families will experience sustainable resolution of their issues through earlier assessment, more individualized, appropriate decision-making, and coordinated

### LOCAL COURT AND AGENCY STRATEGIC INITIATIVES

use of available resources and court services as evidenced by: 70% cases referred to alternative dispute resolution (ADR) will be resolved by ADR; 50% of cases resolved through ADR will not require further court intervention for two years thereafter.

- 5) The public will experience increased access to the court system through improved affordability, convenience and understanding of court processes, while maintaining the efficiency and quality of court services.
- 6) The court and justice agencies will make informed decisions using timely, accurate and comprehensive information provided through an integrated management information system. 100% of information systems with integrated databases. 100% of targeted justice and law enforcement business processes that share data.

### D. INFORMATION TECHNOLOGY STRATEGIC INITIATIVES

This section outlines the statewide and local courts' strategic technology initiatives including those sponsored by local funding authorities. It identifies how the IT initiatives align with the local courts' and local funding agencies business-oriented strategic initiatives. It also demonstrates the courts' strategic alignment with the statewide technology strategic initiatives in the *Arizona Judicial Department Information Technology Strategic Plan*.

The Clerk of Superior Court in Maricopa County ("Clerk") works closely with the Court to develop and implement integrated business and technology plans that support statewide and local strategic initiatives. The Court and Clerk have coordinated efforts to formulate strategic plans that take into account vertical relationships within the court family and horizontal relationships with justice agencies throughout the county.

### **Clerk of Court**

In support of the mission, vision, and strategic initiatives of the Clerk's Office, the agency has adopted several strategic IT initiatives. Agency management worked with the Information Technology Group to identify strategic IT initiatives and projects that set the direction for the Information Technology Group staff and resources in the current and future years. The ability to meet these will largely be dependent upon resource availability in light of the current budgetary situation. Objectives and guiding principles adopted for IT projects reflect alignment with other communities of interest including the Courts, Maricopa County and Integrated Criminal Justice. These underlying principles include:

### Maricopa County

### Effective electronic government:

- Convert all data to digital form and all processes to automated workflow
- Maximize collaboration through electronic mail and groupware
- Provide direct access to information and transactions for citizens and business partners
- Provide on-line services on a 7x24, 365 day basis
- Allow constituents to be self-sufficient with easy to use digital tools
- Develop sophisticated, integrated administrative and e-commerce systems

### Deploy an integrated technology infrastructure by:

- Converging on single standards for network, desktop, groupware, web, GIS and image services
- Provide browser-based access to all transactions and data
- Integrate office automation, groupware, voice-mail, paging, cellular, and mobile PC functions

- Deploy high-speed remote access capability for teleworking and mobile employees
- Standardize on a limited number of desktop images and microcomputer vendors
- Extend groupware-based Extranets to business partners
- Offer one-way full-motion video for training and broadcast; and two-way compressed video for desktops and conference rooms
- Extend high speed data services to all facilities
- Implement remote management of key network components, servers and workstations

### Future system implementation and integration will include:

- Significant investment in new technology will be integrated with process improvements which eliminate inefficient tasks and duplicate data. Data will be entered into the information system only once at the point of origin.
- Common systems will be used for all similar business functions unless verifiable proof exists that some functions must remain different or unique. Shared systems resources and common data repositories will be exploited wherever possible.
- The preferred approach to new systems will be to integrate purchased applications that are based upon recognized industry standards -- modification of these systems should be kept to an absolute minimum. Custom development will be considered only as a last resort.
- New systems will be validated by the business unit in pilot implementations prior to full scale deployment.
- The IT infrastructure shall allow employees, citizens and business partners to satisfy an ever-increasing amount of their business needs using electronic means. It will be deployed so that the location of data or the application that produces data is irrelevant.
- Technology resources will be leveraged effectively and efficiently through the adoption of common standards and shared information. Data, voice, video, image, and workflow information systems shall be standardized and interoperable between all agencies. The IT infrastructure will define the interfaces between systems.
- Be fully responsible for the benefits and costs of information technology deployed in their operations. Assume accountability for delivering productivity gains derived from technology implementation as committed to in their business plans.
- Operations will employ solutions that meet business needs while providing the lowest overall cost.

### **Superior Court**

- Build the infrastructure (including the network, centralized help desk, field support, training and distributed systems management capabilities) processes and procedures to support statewide court automation.
- Provide security and disaster recovery policies, procedures and technology to protect

- statewide court technology-related assets.
- Acquire, install and support software and hardware to facilitate court communications.
- Complete and enhance statewide automation development, implementation, enhancement and consolidation efforts.
- Improve data exchange and communications with the public and outside agencies.
- Provide solutions for the courts' records storage challenges.

### Clerk of Court

- Work with the business community to ensure the application of technology is consistent with operational and policy guidelines and business priorities.
- Further expansion of automated systems focused on streamlining and integration to enhance staff efficiency.
- Focus on opportunities to leverage existing and new automated processes and systems to further enhance productivity.
- Continued implementation of technology lifecycle programs to fight aging technology.
- Pursue implementation of Electronic Government/ Electronic Commerce programs to expand and improve service delivery.
- Expand Clerk's Office web site as a delivery system to further enhance efficiencies in decision making through visibility of timely and accurate business productivity and other statistical key volume information.
- Continue expansion of remote access capability to support flexible agency workforce.
- Expand adoption of technology standards (like XML) to further enhance information sharing with communities of interest.
- Participate with other justice and law enforcement agency partners to enhance the criminal justice system through the use of technology.
- Continue expansion of the electronic court records initiative.
- Protect the information assets of the agency through a viable disaster recovery plan

### The Court

The Superior Court in Maricopa County participates in several statewide information technology initiatives. The Court supports and relies on these statewide initiatives to address many of the court's automation needs. These statewide IT strategic initiatives are listed below, along with related local IT initiatives. In addition, local court and local funding agency technology initiatives are identified where they are impacting the local court operations and technology planning.

The county's courts are participating in several statewide information technology initiatives. The Commission on Technology has identified:

\$ information technology strategic initiatives and Information Technology Strategic Plan: 2005-2007

### **\$** strategic projects

that support the agenda and strategic initiatives of *Justice for a Better Arizona: A Strategic Agenda for Arizona's Courts 2002-2005*. They set technology direction for the Judiciary and for the Information Technology Division of the Administrative Office of the Courts, which staffs and supports many statewide projects. Therefore, the courts both support and rely on these statewide initiatives to address the courts' automation needs. The statewide IT strategic initiatives are listed below.

In addition, local court and local funding agency technology initiatives are identified where they are impacting the local court operations and technology planning.

### **D.1. Judicial Branch Technology Initiatives**

### STATEWIDE INFORMATION TECHNOLOGY INITIATIVES

### Promote a systemic thinking approach to technological solutions.

As the Judiciary addresses systems such as jury, on-line courtrooms and justice integration, it must take a systemic approach. Otherwise, the Judiciary is in danger of either not meeting the demand or building unique solutions for every problem or commitment, increasing both cost and complexity. The solution is to:

- **\$** Acknowledge interdependence as a guiding principle for Judicial planning.
- \$ Study, document and then automate the judicial system supply chain in a uniform manner.
- **\$** Build an infrastructure for integration of information among courts and between courts and other agencies
- \$ Identify a Abest practices@ approach to judicial business processes; then document and automate the m.

#### STATEWIDE INFORMATION TECHNOLOGY INITIATIVES

Build the infrastructure (including the network, centralized help desk, field support, training and distributed systems management capabilities), processes and procedures to support statewide court automation.

The Judiciary has been deploying and supporting automation statewide since 1990. A sophisticated and extensive infrastructure is required to support this effort. Most important to communication and coordination is a network connecting courts to one another and to the Supreme Court. A centralized support center function provides assistance to users of JOLTS, AZTEC and adult probation programs. A centralized field support function provides desktop hardware and software support. A training group provides statewide training for a group of local field trainers as well as direct to users through classroom and interactive Web delivery.

Provide security and disaster recovery policies, procedures and technology to protect statewide court technology-related assets.

With the creation of AJIN, the deployment of the JOLTS juvenile tracking system and the ACAP case and cash management system with a client server architecture, the Judicial Department accepted the major responsibility of safeguarding the data and infrastructure on which courts statewide rely.

Acquire, install and support software and hardware to facilitate court communications.

Internet access and email are indispensable to communications. Internet technologies and protocols have permeated current technologies. The Judiciary is leveraging these technologies by using them to facilitate communications among court employees and with the public.

Complete and enhance statewide automation development, implementation, enhancement and consolidation efforts.

Several statewide automation projects are underway and being developed, implemented and supported with centralized resources, often in partnership with local court and technology staffs. AZTEC, JOLTS, and APETS development are the major such projects.

#### STATEWIDE INFORMATION TECHNOLOGY INITIATIVES

#### Improve data exchange and communications with the public and outside agencies.

There are both statewide and local efforts towards justice integration. Further, the judiciary is providing public access to court information through the central repository project. Preparations for such data sharing include building a messaging middleware infrastructure, and performing data quality reviews and work flow analysis to assure the most efficient and effective processing for timely and accurate data.

#### Provide solutions for the courts' records storage challenges.

Courts await funding for imaging, electronic filing, and electronic document management solutions as well as assistance in developing standards and guidelines in the use of such systems.

#### D.2. Local Court and Local Agency Technology Initiatives

#### LOCAL INFORMATION TECHNOLOGY INITIATIVES

Complete and enhance statewide automation development, implementation, enhancement and consolidation efforts.

Continue working with the AOC and the Superior Court to define requirements for a functionally rich financial system that will interface with case management systems. Primary focus will ensure it meets the needs of Maricopa County's Clerk and Court. Reuse at the state-wide level is at the discretion of the AOC.

While the MCAP effort has been abandoned due to end of life cycle being declared for Aztech, efforts will continue to be extended to ensure open communication and information exchange to ensure visibility of the local development initiative.

#### Expand the use of electronic court records

Continued integration and expansion of the EDM and Efiling system. These initiatives fall under a broadly defined movement toward an all electronic Court record within the office. Plans include additional enhancement/integration of MEEDS, FTR, iCIS, and Exhibits Tracking.

#### Enhance the automated systems to better meet the needs of the Clerk and Court

Many of the automated systems will be modified and enhanced to provide improved features and time savings for staff. This will include modifications to the iCIS case management system and others applications in conjunction with adoption of improved business processes to leverage available technology.

#### Technology refresh

The Clerk's Office along with other organizations continue to struggle with maintenance of the technology tools to prevent aging and obsolescence. Budgets constraints factored in, the office will continue to pursue making the most powerful up to date technology is available for staff to conduct this business of this office. Examples include projected upgrades to Windows XP professional, Windows 2003 on servers and migration to Office 2003 in addition to hardware refresh plans for out of warranty equipment.

#### Improve data exchange and communications with the public and outside agencies.

Work with the ICJIS (Maricopa County Integrated Criminal Justice Information System) agency to leverage use of common data elements, common code tables and common case numbers. Increased sharing of criminal justice data and adoption of new security provisions. Continue to review and align technology to best meet the changing business needs.

Expand use of XML Minute Entry data feeds to include additional data this information is passed through to other county Justice and Law Enforcement agencies via the ICJIS integration engine. Adopt JXDD standard to the extent possible.

The Clerk's Office will adopt a pilot effort in conjunction with the Court and other ICJIS agencies to implement electronic signatures.

#### Improve data exchange and communications with the public and outside agencies.

Continue to enhance the agency web page application that allows the public to access court related case information. Implement new and improved methods for public self-service (possible expansion of credit card acceptance, electronic filing).

#### Leverage efforts and existing automated solutions to enhance data sharing.

Continue to enhance the agency applications and technology investments through integration and low-cost efforts which deliver significant staff benefit through information sharing.

Improved information visibility and communication to improve efficiency and effectiveness.

Continued enhancement of the Online Information Repository to include more production metrics further automated collection of those associated with the County Managing For Results initiative. Efforts will be undertaken to develop functionality enabling improved automated feeds from existing production databases to populate the repository reducing manual data entry.

Serving the public by improving the legal profession through the development of Electronic Filing.

The Clerk's Office and the Court implemented a pilot Electronic Filing system for use in the Court's new Complex Litigation program. This initiative is consistent with the move toward electronic court records and has been integrated with the existing case management, document management and Minute Entry Distribution System. Expansion of electronic filing will be pursued during the next year potentially to include all case types.

#### E. FISCAL YEAR 2004 ACCOMPLISHMENTS

This section lists the accomplishments of the county's courts in information technology projects fiscal year 2004.

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
ACAP AZTEC Software Development (State)	Arizona Court Automation Project	Enhancement and modifications, as needed, to the ACAP case and cash management system.	Key agency resources participated in user group meetings to identify application functional enhancements.
ACAP AZTEC Software Development (State)	AZTEC module implementations	This is the statewide case and cash management system, made up of several modules, used by over 145 AZ courts.	Participated in user groups defining the financial processing module requirements.
Justice Integration Project (Local)	County Integration Project	This is an effort to increase both cooperation and automated communication among justice agencies.	Worked with committee of local justice agencies to define integration needs and priorities.

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
Digital Audio and Video Courtroom Recording (Local)	Digital Court Records	This is an effort to use audio and video to record court proceedings.	Expanded use of FTR in the Courtroom as an alternative to shorthand to assist in Minute Entry creation. In some Courtrooms the Clerk's Office is working with the Court to utilize the recording as the official record.
Justice Integration Project (Local)	Common Case Number	Consistent view among County Justice and Law Enforcement agencies regarding case number. Initiative to establish a single case number at the time of arrest to enable tracking throughout the legal process.	In conjunction with the County ICJIS community, developed a Common Case Number application and associated infrastructure to improve Criminal case processing. Implemented on Jan 1, 2003.
Providing access to swift, fair justice (State/Local), Justice Integration Project (Local), Serving the public by improving the legal profession (State/Local)	EDMS	Expanded access	Expanded access to the EDM system, added Court Administration staff and judicial officers (phase II EDM master plan). Current user count in excess of 750. Providing initial expansion of access to external agencies (phase III of EDM master plan), 40

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
			concurrent licenses will be added by ICJIS for other J&LE agency use. Currently finalizing license metering module to enable restriction of concurrent licenses by external agency.
Serving the public by improving the legal profession (State/Local)	Innovation	Ecourtroom RFP	Worked with Court personnel on RFP and contract award for new Ecourtroom technology for future electronic courtrooms.
Providing access to swift, fair justice (State/Local), Justice Integration Project (Local), Serving the public by improving the legal profession (State/Local)	Imple mented pilot Electronic Filing system	In conjunction with the Court, the Clerk's Office implemented an electronic filing system. Lexis Nexis was awarded a services contract for a period of 2 years to provide efiling in Complex Civil Litigation cases. This effort is aligned with the Superior Court's pilot of the Complex Litigation Court.	System implemented in December 2003. Integration completed to provide data feeds between MEEDS, EDM, iCIS and the efiling system. Currently developing integration to automate the feed of financial data to Cash Management system (phase IV of EDM master plan).
Providing access to swift, fair justice	Credit card acceptance	Provide the ability to accept credit cards payments for	Completed implementation of the credit card

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
(State/Local), Serving the public by improving the legal profession (State/Local)		over-the-counter transactions.	project. The Clerk's Office now has the ability to accept credit cards at all COC locations.
Serving the public by improving the legal profession (Local)	Tele-work pilot	Provide the ability for agency workforce to perform assigned tasks regardless of physical location.	Continue to participating in county tele-work pilot project.
Serving the public by improving the legal profession (Local)	Technology of training	Enhanced training through the use of technology	Worked closely with the training department to enable training delivery through CD-ROM media. Training videos have been digitized and material developed to enable integrate with the Pathlore training database to facilitate registration & tracking to ensure COJET requirements are met.
Justice Integration Project (Local), Serving the public by improving the legal profession (State/Local)	EDMS	Minute Entries integrated into EDMS	Completed integration of MEEDS application with EDMS to eliminate the need to print Minute Entries and scan document back into the EDM

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
			repository (phase IV of EDM master plan).
Justice Integration Project (Local), Serving the public by improving the legal profession (State/Local)	EDMS	Improved EDM/iCIS integration	Worked with Court technology staff to improve staff efficiency by enhancing EDM integration and iCIS screen flow and performance.
Serving the public by improving the legal profession (State/Local)	Technology obsolescence	Adopted Microsoft Enterprise licensing agreement	Working with County technology and budget staff. Implemented County-wide EA agreement for Microsoft desktop products. Since adoption all desktops have been upgraded to Windows 2000 professional and Office XP.
Serving the public by improving the legal profession (State/Local)	MEEDS	Server based PDF generation tool	Modified MEEDS application to utilize Adlib, a server based tool for generating PDF minute entry documents for distribution and posting to the web. Enhanced application to centralize printing of file copy Minute

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
			Entries to high volume printer located in file room minimizing document routing time.
Serving the public by improving the legal profession (State/Local), Being Accountable (Local)	Notary Bond	Developed Notary Bond tracking application	Implemented new application, migrated old L-index historical data to new application. Development done as pilot for new Microsoft .NET technology.
Providing access to swift, fair justice (State/Local), Serving the public by improving the legal profession (State/Local). Being Accountable (Local)	Public access	Restored Lindex research functionality	Worked with Court technology staff to restore research functionality on public access terminals. Functionality absent since migration from old case management system to iCIS.
Providing access to swift, fair justice (State/Local), Serving the public by improving the legal profession (State/Local). Being Accountable (State/Local)	Public access	Public terminals configured to provide access to electronic images	Worked with Court to enable public terminals access to electronic images and efiled documents via public access iCIS screens (phase IV of EDM master plan).
Providing access to swift, fair justice (State/Local),	Public access	Public PrintQ self- service	Completed implementation of print function from public terminals to

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
Serving the public by improving the legal profession (State/Local)			permit customers to queue requested documents from EDM for retrieval at customer counter (phase IV of EDM master plan).
Justice Integration Project (State/Local), Serving the public by improving the legal profession (State/Local). Being accountable (State/Local)	High level design for new financials	Completed project scope, high level analysis and design for new financials application	Secured county approval and funding for high level analysis of new financials application to be integrated with iCIS. Application will be developed using Microsoft .NET technology.
Being accountable (Local), Serving the public by improving the legal profession (State/Local)	RFR application	Completed remediation efforts for aging RFR system	Major issues resolved with existing RFR application. Effort focused on minimizing highest risk problems and stabilization. Data cleanup and preparation for migration activities remain. Rewrote Payment history functionality for better usability and developed automated DOR process to provide a less labor intensive escheatment process.
Providing access to	IVR/Faxback	IVR/Faxback	Operating system

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
swift, fair justice (State/Local), Justice Integration Project (Local), Serving the public by improving the legal profession (State/Local), Being Accountable (State/Local)		system upgrade	soft ware upgraded to Windows 2000 Advanced Server and OCTEL application framework to ensure continued viability of IVR and Faxback application. System provides access to state-wide Child Support payment history.
Providing access to swift, fair justice (State/Local), Justice Integration Project (Local), Serving the public by improving the legal profession (State/Local), Being Accountable (Local)	Expedited Indexing/Express Indexing for OnBase	High speed document indexing	Working closely with Court implemented highly efficient indexing/partial docket process to enable rapid access to electronic images.
Serving the public by improving the legal profession (State/Local)	Electronic records	Adobe Acrobat	Purchased licenses for office-wide deployment of Adobe Acrobat to facilitate continued migration away from paper.
Providing access to swift, fair justice (State/Local), Justice Integration Project (Local), Serving the public by improving the legal profession	Technology refresh	Desktop PC refresh	With the aid of county resources, completed desktop workstation technology refresh for 278 systems.

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
(State/Local)			
Serving the public by improving the legal profession (State/Local), Being Accountable (Local)	KDS	Formerly FSC	Completed rewrite and enhancements to the Family Support Center application.
Serving the public by improving the legal profession (State/Local), Being Accountable (Local)	ETS	Enhancement	Additional features added to improve ease of use and to support electronically filed exhibits to be implemented in the future.
Serving the public by improving the legal profession (State/Local), Being Accountable (Local)	ESSM	Family Support application	Developed and implemented a new Expedited Spousal Support Monitoring application for use by the Family Support center.
Serving the public by improving the legal profession (State/Local), Being Accountable (local)	Electronic records	Paper Minute Entry reduction	Efforts expanded and functionality enhanced to facilitate additional customers shift to use of electronic Minute Entries (in discussions with County Attorney and Attorney General).
Serving the public by improving the legal profession (State/Local)	Application Migration	Technology enhancement	Complete migration of several Microsoft Access based applications to Web environment using ASP and

STRATEGIC PROJECT (State or Local)	PROGRAM / PROJECT	DESCRIPTION	ACCOMPLISHMENT
			SQL Server.

#### F. CURRENT TECHNOLOGY ENVIRONMENT

This section describes both the statewide and local hardware and software environment. Hardware includes mainframes, servers, desktops, and other peripherals. Software includes statewide applications, local software and desktop software products.

#### Hardware

The Maricopa County Clerk of Superior Court has a diverse mix of hardware used by the various projects and programs that have evolved and applications that have been acquired and/or developed over the last several years. The mix of hardware that the county courts accesses includes the newest architectures designed to support the complexity of these applications and the large geographical area served by the Judicial Branch.

The server environment includes Sun E450/E250 Unix mini-computers and DELL Intel based servers running Windows 2000 Advanced Server. These systems host complex; production, development and test applications; Internet and Intranet sites, remote access, and file and print sharing.

The desktop environment includes variety of DELL PCs. The agency utilizes the County's technology acquisition program that allows departments to lease/purchase personal computers over a three-year period. At the end of the three-year period, the office owns the personal computers. Strategic planning and budget constraints dictate replacement cycles but the expectation is that refreshes are targeted every 3 years.

Specific hardware information is listed in Appendix A.

#### **Software**

The Clerk's Office also utilize a diverse set of software products to conduct the business of this agency. Development is done using FourGen and Visual Basic. SQL Server 2000 and Informix are the database management systems products in use. The ICJIS agency in Maricopa County has identified a convergent architecture for the future that includes J2EE (JAVA) as the preferred development environment and DB2 as a database management system. Additionally, the agency adopted a technology convergent zone which includes the products currently in use within the Court and Clerk of Court which are Microsoft based – the standard adopted recently by the COT and AJC for the enterprise architecture within the Judicial branch.

The Maricopa County Office of the Chief Information Officer has coordinated use of desktop, office suite, electronic mail and virus protection software in an effort to leverage standardization of products across all County agencies. The Clerk and Court departments are converging on these standard tools.

A key challenge for Maricopa County Court Departments will be reconciling the convergent technology direction for the County and ICJIS, with the technology direction of the AOC and mandated use of state systems. Critical factors are the horizontal and vertical integration of data, application modules and staff expertise.

A detailed listing of software is listed in Appendix A.

### G. INFORMATION TECHNOLOGY STRATEGIC PROJECT ANALYSIS

This section identifies the <u>independent strategic technology projects</u> that support the courts strategic initiatives. That is, the projects that the courts in the county are pursuing in support of but independent from the statewide projects and/or initiatives. Each of these projects is characterized by type as follows:

*Utility:* includes the basic and continued operational applications required to be in business;

*Enhancement:* includes those that extend the organization's performance, offering, for instance, faster delivery of information, better service or higher quality;

Frontier includes projects on the leading edge of technology that could make a dramatic improvement in the court.

#### **Local Information Technology Projects Summary by Type:**

Projects performed independently of statewide strategic initiatives are listed here, these include those efforts conducted individually or in conjunction with local county or city governments. Each project listed here has associated project detail description in section H.3.

STRATEGIC PROJECTS	UTILITY	ENHANCE	FRONTIER
Biometrics			X
Case Management System Enhancement		X	
Clerks Office Online Repository		X	
Desktop virtualization		X	
Disaster recovery	X		
Electronic Document Management System Expansion		X	
Electronic Filing Expansion			X
Electronic Signature Pilot			X
Justice Integration		X	
Local Network Enhancements	X		
Minute Entry Electronic Distribution Enhancement		X	
MQ Series		X	

STRATEGIC PROJECTS	UTILITY	ENHANCE	FRONTIER
New financials (iFIS)	X		
Revenue Plus upgrade	X		
RFid			X
Technology refresh		X	
Wireless		X	

The alignment of these projects with both the business and information technology initiatives is noted in Section H.3 where these projects are presented in more detail.

#### H. INFORMATION TECHNOLOGY STRATEGIC PROJECTS

This section identifies each statewide and local strategic project in which the county's courts participate and will actively be pursing in over the next three years. For those projects primarily supported at the state level, it will identify project status and describe the local courts' planned participation and note any related, independent future plans. For independent but complimentary local projects, additional details on resources and future plans are included.

This section also includes information for independent technology projects which are not primarily supported by state resources. Information on these projects includes showing alignment to both statewide and local technology strategic initiatives and enterprise architecture standards.

The statewide strategic technology projects, and their priority as assigned by the Commission on Technology, are as follows:

Priorities for On-going Initiatives

**Priorities in Rank Order** 

1 New Court Financial System 1. Systemic Thinking Approach to **Development and New Projects** 2 Code Standardization 2. Core Software Support/Maintenance **3 Penalty Enforcement Program AZTEC** Section 1.01 **JOLTS** 4 Financial Rule Uniformity/ Simplification Section 1.02 **APETS 5 Adult Probation System (APETS) Appellamation** Rollout 3. Automation Training and Support 5 Electronic Document Management 4. Infrastructure Maintenance **Enterprise Architecture** 5 Integration 5 New Case Management System for **General Jurisdiction Courts** 5 New Case Management System for **Limited Jurisdiction Courts** 6 Next Generation Juvenile Probation System (JOLTS) 7 Public Access 7 Technical Training 8 Process Standardization 8 Web Presence 9 APETS Enhancements 9 Electronic Filing 10 Audio and Video Court Records 11 Electronic Signatures 12 Interactive Jury 12 Video Hearings/Arraignment

Info

#### MAJOR STATEWIDE INITIATIAVES AND PLANNING/IMPACT INFORMATION

This section addresses the impacts, issues, planning and analysis for new statewide initiatives. These are initiatives that require long-range preparation and may have significant impacts on local infrastructures, resources and training requirements. Our courts have begun to analyze these impacts and plan for resources and risk mitigation. Below are some high-level impact perspectives that must be factors in the county and city court participation with statewide initiatives.

#### Impact analysis follows for:

- JOLTS Next Generation: Juvenile Probation, Detention and Dependency Tracking
- APETS: Adult Probation Enterprise Tracking System Rollout
- New case management system for limited and general jurisdiction courts
- Fines, Fees and Restitution Enforcement (FARE) Program
- Proposed new Enterprise Architecture Standard: .NET
- Proposed new Enterprise Architecture Standard: Word
- Proposed new Enterprise Architecture Standard: Crystal Reports for ad hoc reporting

### STATEWIDE INITIATIVE JOLTS Next Generation

#### **Description:**

JOLTS/NG is a new system replacing an existing aging JOLTS system used by the Juvenile Probation Department and Juvenile Detention. The architecture and technology of current JOLTS is over 20 years old. Many requests to modify and integrate data are difficult. Some functionality, like a robust detention module, needs to be developed. At the state level with state staffing and local workgroup participation, JOLTS/NG project is to develop new modules in a new architecture and over time replace old modules in the new enterprise architecture.

1.	Impact to Juvenile Probation	
2.	Impact on Adult Probation	
3.	Impact on Court Administration and the Bench	

### STATEWIDE INITIATIVE JOLTS Next Generation

4. Impact on the Clerk of Court

Staff from this office, Maricopa Superior Court, Juvenile and the AOC will need to work very closely as the new Juvenile system is developed and implemented. From a technical and functional perspective, there will need to be coordination to ensure functionality is standard and processing logic is consistent. Court clerk juvenile staff will be running the Maricopa Court developed solution since it will be integrated with our existing case management system. The Clerks Office will be will be working with the Court to develop financials integrated with the iCIS application, although the office is reviewing functionality differences in juvenile, it will likely also support the locally developed version of JOLTS. This office will also share the resulting application with the AOC for potential leveraging in state-wide initiatives where the need for financials exists.

5. Impact on technology staff and existing local IT infrastructure

Coordination between the AOC and Court family participants during design and development will be critical since Maricopa will be developing Juvenile system functionality as a module within the iCIS case management system. Specifically, the elements and structure of the database must be architected to facilitate data sharing. Since the AOC will be using the newly adopted .NET technology standard in developing the new JOLTS system there would be value in any lessons learned in this pilot development effort.

STATEWIDE INITIATIVE
<b>JOLTS Next Generation</b>

6.	Locally developed automated integration functions to be migrated to the new environment	COC and Maricopa Superior Court staff will be collaborating to provide a new financial system. While this is not being designed with the specific intent of being utilized with the new JOLTS NG, there is the potential for the state to utilize the product if AOC technology staff see benefit. Additionally, the Clerk's Office will be enhancing the MEEDS application to include support for Juvenile Minute Entries. Again, this application will be made available to the AOC for possible integration with JOLTS NG. Existing integration with EDM and adult case types can be leveraged in lieu continuing to support separate logic for juvenile and adult since the technology platforms differ.
7.	Locally developed modules, reports, etc. to be migrated to the new environment	None at this time, however this will be reviewed on a regular basis. Potential for MEEDS and Financials
8.	Court planning team members and lead contact	Al Thomas, Melody Tinsley, Ken Troxel and Will Tagart
9.	Perceived benefits	New technology offsets risks associated with aging applications. Applications which are re-written has renewed opportunities for integration not always afforded when dealing with dated development environments.
10	. Court concerns	
11	. County or City concerns	
12	. Budget Impact	None forseen

STATEWIDE INITIATIVE  JOLTS Next Generation		
13. Participation Scheduling:	The courts plan/hope to be: early adopters serving as pioneer courts for implementation. in the middle of the implementation cycle. one of the last courts to implement this new system.	
14. General Comments:		
	TANKOVA OVATE	
STATEWIDE INITIATIVE  APETS: Adult Probation		
Description: The Adult Enterprise Tracking System (APETS) is a newly developed adult probation tracking system. It is currently installed in Maricopa Superior Court's Probation Department. The rollout of APETS to the remaining counties will begin with Pima and Yuma Superior Courts in FY 2004. That will be followed by rolling out APETS to the 12 more counties over the next two years. Concurrent with the rollout, technical staff will continue to provide limited system enhancements.		
The Adult Enterprise Tracking System (AP: tracking system. It is currently installed in Department. The rollout of APETS to the r Yuma Superior Courts in FY 2004. That wi 12 more counties over the next two years.	Maricopa Superior Court's Probation emaining counties will begin with Pima and II be followed by rolling out APETS to the Concurrent with the rollout, technical staff	
The Adult Enterprise Tracking System (AP: tracking system. It is currently installed in Department. The rollout of APETS to the r Yuma Superior Courts in FY 2004. That wi 12 more counties over the next two years.	Maricopa Superior Court's Probation emaining counties will begin with Pima and II be followed by rolling out APETS to the Concurrent with the rollout, technical staff	

Impact on Court Administration

Impact on the Clerk of Court

Impact on technology staff and

existing local IT infrastructure

and the Bench

3.

4.

5.

N/A, Maricopa County Adult Probation is

None at this time, however this will be

currently running APETS.

reviewed on a regular basis.

	STATEWIDE INITIATIVE  APETS: Adult Probation		
6.	Locally developed automated integration functions to be migrated to the new environment	The Clerk's Office has a data feed which currently provides financial information to the APETS application. As a result of developing a new financials application and the adoption of MQ Series, the data feed will likely need to be revisited.	
7.	Locally developed modules, reports, etc. to be migrated to the new environment.	None at this time, however this will be reviewed on a case by case basis.	
8.	Court planning team members and lead contact		
9.	Perceived benefits		
10.	Court concerns		
11.	County or City concerns		
12.	Budget Impact	None	
13.	Participation Scheduling:	The courts plan/hope to be:  _X_early adopters serving as pioneer courts for implementation. in the middle of the implementation cycle. one of the last courts to implement this new system.	
14. General Comments:			

# STATEWIDE INITIATIVE NEW CASE MANAGEMENT SYSTEM FOR GENERAL AND LIMITED JURISDICTION COURTS

#### **Description:**

This initiative is strategic and long-term in nature. Replacement of the existing case management system is inevitable and will probably occur within the next five years. The technology of the current AZTEC system is not sufficiently flexible to support many of the enhancement and integration needs. Current efforts are to select an approach of buy, build or borrow. Once the decision is made, the system is acquired, modified as needed, tested, data conversion written, and training materials developed, a rollout to courts will be scheduled.

1.	Impact to Juvenile Probation	
2.	Impact on Adult Probation	
3.	Impact on Court Administration and the Bench	
4.	Impact on the Clerk of Court	Clerk's Office staff will participate in the community of interest to ensure functionality of resulting system will facilitate potential adoption by a large scale General jurisdiction Court.
5.	Impact on technology staff and existing local IT infrastructure	Dependant upon the technology selected to support the new application, as yet undetermined.
6.	Locally developed automated integration functions to be migrated to the new environment	None at this time
7.	Locally developed modules, reports, etc. to be migrated to the new environment.	None at this time
8.	Court planning team members and lead contact	Gordon Mulleneaux, Lauri Thomas, Will Tagart

#### STATEWIDE INITIATIVE NEW CASE MANAGEMENT SYSTEM FOR GENERAL AND LIMITED JURISDICTION COURTS 9. Perceived benefits If there is an existing product or package which could address the needs of either General or Limited Jurisdiction Courts that could be purchased rather than requiring custom development, it could result in significant cost and time savings. Current staffing levels at the AOC do not permit continued efforts to develop the numerous state-wide solutions that have been identified, a purchased solution would alleviate additional burden from the development staff. 10. Court concerns Solutions may not be as rich in functionality as current systems. Ease of doing integration can be significant or possibly result in major time delays and/or costs if vendor availability is the only method of accomplishing modifications. Many courts exist varying in size and type, a single scaleable solution doesn't appear to exist but needing to multiple systems can create numerous challenges. 11. County or City concerns 12. **Budget Impact** Licensing costs are considerable when seeking to provide state-wide automation. 13. Participation Scheduling: The courts plan/hope to be:

early adopters serving as pioneer

one of the last courts to implement

courts for implementation.

implementation cycle.

in the middle of the

this new system.

# STATEWIDE INITIATIVE NEW CASE MANAGEMENT SYSTEM FOR GENERAL AND LIMITED JURISDICTION COURTS

	~	~
14	General	Comments:

### STATEWIDE INITIATIVE FARE: Fines, Fees and Restitution Enforcement

#### **Description:**

This is an outsourced automated collections effort. It is integrated directly to AZTEC and will accept data from non-AZTEC systems. It provides for electronic web or IVR payment, billing, delinquency noticing and specialized collections activity. The Tax Intercept Program (TIP) and TTEAP (vehicle registration suspension via on-line interfaces with MVD) are automated.

1.	Impact to Juvenile Probation	
2.	Impact on Adult Probation	
3.	Impact on Court Administration and the Bench	
4.	Impact on the Clerk of Court	This office does not currently use Aztech today so to this office would need to assess impact to business processes within the Financial Services department. If adopted automation work would be required to provide integration.
5.	Impact on technology staff and existing local IT infrastructure	Would need to be determined but development of integration would be required with the current/new financials application if adopted for use locally.

	STATEWIDE INITIATIVE FARE: Fines, Fees and Restitution Enforcement		
6.	Locally developed automated integration functions to be migrated to the new environment	If adopted for use in Maricopa, integration would be needed with the iCIS case management system. Upon completion of the new Maricopa financials additional integration efforts would be also be necessary.	
7.	Locally developed modules, reports, etc. to be migrated to the new environment.		
8.	Court planning team members and lead contact	Gordon Mulleneaux, Ken Troxel, Will Tagart	
9.	Perceived benefits		
10.	Court concerns		
11.	County or City concerns		
12.	Budget Impact	Unknown at this time.	
13.	Participation Scheduling:	The courts plan/hope to be: early adopters serving as pioneer	
14. (	General Comments:		

### STATEWIDE INITIATIVE ENTERPRISE ARCHITECTURE STANDARD (EAS)

#### .NET

#### **Description:**

Microsoft® .NET is an application development environment. It is a set of Microsoft software technologies that enables a high level of software integration through the use of Web services—small, discrete, building-block applications that connect to each other as well as to other, larger applications over the Web. For developers, .NET provides the ability to create reusable modules, which should increase productivity and reduce the number of programming errors.

1.	Impact to Juvenile Probation	
2.	Impact on Adult Probation	
3.	Impact on Court Administration and the Bench	
4.	Impact on the Clerk of Court	Potentially budgetary and productivity impacts. Costs of retooling the skill set of current technology staff are a concern as is the need for significant training. Tight budgets constrain the progress as does competing priorities supporting existing applications/technology. The effort of retraining and resulting rate of development may have some level of productivity reduction until staff overcome the learning curve.
5.	Impact on technology staff and existing local IT infrastructure	Shifting the core technology and skill set directly affects IT staff productivity due to the need for significant training. Tight budgets constrain the progress as do competing priorities to support existing applications/technology while attempting to migrate to a new environment. Benefits may take a while to reap before overcoming the obstacles.

	STATEWIDE INITIATIVE ENTERPRISE ARCHITECTURE STANDARD (EAS)		
	.NET		
6.	Locally developed automated integration functions to be migrated to the new environment	The Clerk's Office has recently begun to adopt the use of .NET, early efforts have been limited in scope to determine viability of this maturing technology. Although our efforts to date haven't focused on large integration efforts, functionality developed by the office considered useful to others in our community will be voluntarily shared.	
7.	Locally developed modules, reports, etc. to be migrated to the new environment.	As indicated above, this agency has recently begun to adopt the use of .NET. Our early efforts have been limited in scope to assess future potential and determine viability of this maturing technology. Although our efforts to date haven't focused on significant development efforts on a large scale, in the future any modules or functionality developed by the Maricopa Clerk technology department will be shared with those indicating interest.	
8.	Court planning team members and lead contact	Will Tagart, Ken Troxel, Kevin Hooper	
9.	Perceived benefits	Reusability. Expected benefits vary greatly among current adopters. As a standard, participants need to establish a common understanding of what the adoption of the Enterprise architecture means to that the expected benefits can be achieved.	

	STATEWIDE INITIATIVE ENTERPRISE ARCHITECTURE STANDARD (EAS) .NET	
10.	Court concerns	Synchronizing the on-going development/enhancement of existing and new applications will need to be carefully coordinated. This potentially becomes more critical as interdependence increases among various business partners. As with adoption of single vendor solutions there is always increased risk, perhaps the greatest risk is one of security in light of recent activities toward the vendor providing .NET.
11.	County or City concerns	
12.	Budget Impact	Costs to fully train staff and shift the current skill set will have some budget impact but the magnitude till needs to be determined. In addition, the tools currently in use will need to be upgraded to versions which support .NET. The impact is noted as being minimized since this agency has been using the technology which preceeds .NET and expects the transition to be smooth.
13.	Participation Scheduling:	The Clerk's Office has been using .NET in preparation for adoption at some point in the future. The office expects to utilize the technology in developing the new financials application. To date, only small limited scope applications have been developed to evaluate the technology.

#### 14. General Comments:

Due to newness of technology and the state of flux with the emerging technology, the expectation is that training costs could be significant as will be the need to continue to reinvest in the new releases until the product reaches critical mass and stabilizes on a specific version.

## STATEWIDE INITIATIVE ENTERPRISE ARCHITECTURE STANDARDS (EAS) MICROSOFT WORD and WORD PERFECT

#### **Description:**

The word processing standard for the Arizona judiciary has been Corel's Word Perfect since the early 1990's. However, many courts, counties, cities and justice partners have begun to use Microsoft Word. The EAS standard would recognize Word as the standard and preferred word processing software while continuing to maintain and support Word Perfect for current needs as required. New license purchases would be recommended for Word and Word upgrades and not Word Perfect. Word migration impacts are below.

1.	Impact to Juvenile Probation	
2.	Impact on Adult Probation	
3.	Impact on Court Administration and the Bench	
4.	Impact on the Clerk of Court	The Clerk of Court currently uses Microsoft Word and staff already possesses significant expertise using the products. Impact is primarily financial in nature, since the County adopted a Microsoft Enterprise Agreement. As additional systems are added, true-up costs and on-going license fees are significant and increasing.
5.	Impact on technology staff and existing local IT infrastructure	Minimal since it is currently the product used in our agency.
6.	Locally developed automated integration functions to be migrated to the new environment	Maricopa County developed MEEDS which was integrated with word processing to enhance the creation and editing of Minute Entries, the product was integrated with Microsoft Word. This application was shared with other counties for their use.

STATEWIDE INITIATIVE ENTERPRISE ARCHITECTURE STANDARDS (EAS)				
MICROSOFT WORD and WORD PERFECT				
7.	Locally developed modules, reports, etc. to be migrated to the new environment.	The current MEEDS application (integrated with MS Word) continues to be enhanced. As this office migrates to newer versions of Word and adds new features, we will continue to make the application and integration available to those interested.		
8.	Court technology contact for this standard:	Al Thomas, Ken Troxel, Will Tagart		
9.	Perceived benefits	Adoption of the EA agreement provides a level of assurance that the burden of securing funds to keep standard desktop office automation tools current.  Tremendous potential benefits lay in using many products from the same vendor specifically since interoperability is a key area for Microsoft. Consistency among the community will also provide significant leverage when there is a need to interact and share data.		
10.	Court concerns	As with adoption of single vendor solutions there is always increased risk, perhaps the greatest risk is one of security in light of recent activities toward the vendor providing .NET.		
11.	County or City concerns			
12.	Budget Impact	Costs in excess of \$670 per seat for each EA license when new desktop systems are added result in increased costs. While typically less expensive than ongoing upgrade fees across each product and version, this agency does not generally adopt use of each version for all products. There is some disadvantage to the loss of discretion.		

STATEWIDE INITIATIVE ENTERPRISE ARCHITECTURE STANDARDS (EAS) MICROSOFT WORD and WORD PERFECT			
13. Participation Scheduling:	The Clerk of Court is currently using Microsoft Word since it is the standard adopted at the County level.		
14. General Comments:			

## STATEWIDE INITIATIVE ENTERPRISE ARCHITECTURE STANDARD (EAS) CRYSTAL REPORTS

#### **Description:**

Crystal Reports is the ad hoc reporting tool standard. It is a powerful reporting toolkit for end-users to design flexible, feature-rich reports from state-standard applications like JOLTS, AZTEC and APETS. It is currently in use for both JOLTS and AZTEC reporting and is available to other data users for reporting needs. A new enterprise-wide concurrent licensing arrangement will make this tool more widely available to courts statewide.

1.	Impact to Juvenile Probation	Very positive. Juvenile Probation is already using Crystal to generate a significant number of reports. New features in the next release are desired; adopting this as a standard assures local cross-training of other court personnel using other applications. Using the same tool across the state allows sharing of report development.
2.	Impact on Adult Probation	
3.	Impact on Court Administration and the Bench	

	STATEWIDE INITIATIVE ENTERPRISE ARCHITECTURE STANDARD (EAS)		
4.	Impact on the Clerk of Court	REPORTS  Currently used as the standard reporting	
7.	impact on the Clerk of Court	tool within this office. Ongoing costs are the primary concern as they appear to continue to escalate.	
5.	Impact on technology staff and existing local IT infrastructure	Training on newer versions will have an impact on IT staff. The product continues to evolve to include much more than report writing which increases the complexity of the product and correspondingly the effort to provide support. Deployment of reports via the web requires use of a downloadable client, this potentially can have implications based on security settings of customer agencies and compatibility/version issues.	
6.	Locally developed automated integration functions to be migrated to the new environment	None at this time but any functionality developed by this Office is offered to those indicating interest.	
7.	Locally developed modules, reports, etc. to be migrated to the new environment.	None at this time but any functionality developed by this Office is offered to those indicating interest.	
8.	Court planning team members and lead contact	Kevin Hooper, Ken Troxel, Will Tagart	
9.	Perceived benefits	A standard report tool ensures consistency in look and feel for users, provides stable predictable environment report developers. Very robust industry strength reporting tool which continues to be enhanced beyond just reporting.	

STATEWIDE INITIATIVE ENTERPRISE ARCHITECTURE STANDARD (EAS)			
CRYST	CRYSTAL REPORTS		
10. Court concerns	Migration of other existing reports continues to be problematic. Priorities don't generally permit rewriting existing reports and as a result requires maintenance of multiple reporting technologies. Ongoing product costs are very significant and continue to rise. When the tool was adopted by this agency, there were no on-going license fees.		
11. County or City concerns			
12. Budget Impact	Funding has previously been expended to procure the product. Budget has been allocated to provide for ongoing maintenance costs. Escalating prices is perhaps the largest area of concern. Some staff have already received training but if the AOC provides additional training opportunities in the future the Clerk's Office would be interested in participating.		
13. Participation Scheduling:	The Clerk's Office is currently utilizing this technology as our standard reporting tool.		
14. General Comments:			

## **H.2.** Local Court Participation in Statewide Strategic Projects

Continuing and planned involvement in statewide strategic judicial projects are identified in this section. Technology projects that the Clerk's Office will be participating in, those related to statewide projects and independent local projects are defined below. Activity projected for the coming one to three years is noted.

Local Participation in Statewide Projects		
STATE STRATEGIC PROJECT	COUNTY COURTS: PARTICIPATION AND RELATED PROJECTS	In FY
Automation Training and Support  This is a collection of projects to provide training and field support resources to support use, enhancement and upgrade of AZTEC, JOLTS, APETS, PIMS and other statewide software.	Participating in AOC projects.	2005-2007
Business Process Standardization  Courts statewide often achieve the same objective using a variety of means. This often complicates both training and the automation required to support diverse business practices. The Arizona Judicial Council has directed that courts adopt standardized "best practices" for court processing.	Participating in AOC projects.	2005-2006
Code Standardization  This is a project to develop a shared, standardized set of codes used statewide to refer to common events, documents and cases occurring within the courts.	Working with and supporting statewide workgroups that are identifying common, standard code tables for use in the application software.	2005-2007
Core Software: Adult Probation Software  Development, testing and deployment of a new adult probation case tracking system.	Participating in statewide meetings related to the implementation planning for APETS (Arizona Probation Enterprise Tracking System).	2005

Local Participation in Statewide Projects			
STATE STRATEGIC PROJECT	COUNTY COURTS: PARTICIPATION AND RELATED PROJECTS	In FY	
Core Software: JOLTS Software Development	Participating in AOC project.	2005-2007	
This is a set of projects to maintain and enhance JOLTS, the juvenile probation tracking software.			
Digital Audio and Video Court Records  Digital audio and video recordings of court proceedings are supplementing both court reporting and shorthand for recording courtroom activity.	Currently in use in Maricopa County.	On-going	
Electronic Document Management  This project will address courts' document storage and management needs and includes imaging and electronic filing as well as setting standards for interoperability and document transfer.	See section H.3. for project details.	2005-2007	
Electronic Filing  Electronic filing is accepting electronic documents from litigants and from the court itself and storing and managing them in an electronic document management system which is interfaced to a case management system.	See section H.3. for project details.	2005-2007	
Electronic Signatures  This is a project to identify appropriate processes and technologies for electronic signatures on courtgenerated documents (e.g. court orders, minute entries, etc.).	See section H.3. for project details.	2005	
Enterprise Architecture  This is a statewide undertaking to identify standardized automation tools and protocols to promote leveraging of automation resources across courts.	See section H.3. for project details.	2005-2006	

Local Participation in Statewide Projects		
STATE STRATEGIC PROJECT	COUNTY COURTS: PARTICIPATION AND RELATED PROJECTS	In FY
Financial Uniformity/Simplification	See section H.3. for project details.	2005
This is a project that will review current collection and allocation practices and attempt to both make uniform and simplify the algorithms and processes used in courts.		
Infrastructure Maintenance: Desktop	See section H.3. for project details.	On-going
A project to provide and support the PCs, laptops and printers used in the operation of the various automation systems statewide.		
<b>Integration: Court Orders of Protection</b>	Participating in AOC project.	2005
This project includes building a central data store to be used for law enforcement access as well as providing court statistical information.		
JOLTS - Next Generation  The Juvenile On -Line Tracking System has reached the end of its automation life cycle. This project will begin the process of defining new requirements specifications and developing a new JOLTS system with current technology.	Participating in the AOC project and working with the Courts to develop a local solution in Maricopa County	2005-2007
Justice Integration Projects  Various projects to develop and support electronic information sharing to other justice-related local, state and federal agencies. Electronic Criminal History Disposition Reporting, Motor Vehicle Division citation disposition reporting and a variety of queries from law enforcement to the JOLTS, APETS, AZTEC and Court Orders of Protection Registry are part of this project.	Participating in statewide AOC projects for sharing court information with Department of Public Safety. Awaiting statewide planning and governance models for expansion of inter- agency automated data sharing. Also participating in Maricopa County ICJIS project efforts to share information among other Justice and Law Enforcement Agencies.	On-going

Local Participation in Statewide Projects		
STATE STRATEGIC PROJECT	COUNTY COURTS: PARTICIPATION AND RELATED PROJECTS	In FY
New Case Management System for Limited and General Jurisdiction Courts  The existing AZTEC case management system is reaching the end of its automation life cycle. This project with begin the 3 to 5 year process of selecting and implementing an alternative system or systems.	Participating in AOC project to perform requirements analysis and make a "buy, build or borrow" decision.	2005-2007
New Court Financial System  This is a project to develop a more robust financial system that will allow the Clerk's Office to better meets statutory fiduciary obligations. Expected to accommodate the complexities of allocations of fines and fees as well as enhancing ease of use and improved integration with the existing iCIS case management systm.	Worked with AOC under MCAP in developing functional requirements. This will be leveraged in the local development effort to increase potential reusability of Maricopa developed financials in other courts. Working with Maricopa Superior Court IT staff to provide integration with iCIS adult case management system and new Juvenile system.	2005-2007
Penalty Enforcement Program (PEP)  PEP is a variety of projects to enforce court orders. For automation, this primarily relates to the FARE Program. FARE will automate an interface from case management systems to a 3 <sup>rd</sup> party collections vendor and provide for automatic submission of delinquent accounts to a variety of collection and enforcement activities. It will also provide web and IVR payments processing and do payment contracts as requested.	Planned participation in the AOC Fines, Fees and Restitution Enforcement (FARE) Program.	Unknown
Public Access to Data  This is a variety of projects, including the Public Access to Court Case Information and the Data Quality Project, directed towards creating access to court information, including court-related Web sites.	Continuing to maintain data quality review for data provided via public access.	On-going

Local Participation in Statewide Projects		
STATE STRATEGIC PROJECT	COUNTY COURTS: PARTICIPATION AND RELATED PROJECTS	In FY
Public Access to Data: Virtual Self- Service Center	Creating self-service centers in the courts for use by the public.	2005-2007
A project to provide most standard court forms and instructions over the Internet. Eventually, the forms will be interactive and capable of being filed electronically.		

## **H.3. Local Information Technology Strategic Projects Detail:**

In this section local project initiatives are identified. For each project the following information is provided: description, project deliverables, participating agencies, strategic initiatives supported, benefit assessment, risk assessment, financial assessment, interoperability, success criteria, project status and project milestones.

Project Name	Biometrics
	In 2001, the Clerk's Office undertook a review of technology security alternatives. Early in the calendar year, the agency purchased (4) proximity badge devices for the purpose of testing and evaluating. These were used for a period of a year in cash receipting areas. Additionally, (2) biometric thumb print units were procured and placed in several areas during the same testing period. Initial testing revealed potential application benefits but further pursuit was abandoned due to technology obsolescence and changing business priorities.
Project Description  Scope and description of project	Developments over the past couple of years have improved the reliability of biometrics to the point of achieving an acceptable level of accuracy to enable use as a means of authenticating an individual. This initiative will specifically be evaluating fingerprint recognition (via devices separate and/or integrated with other peripherals). Efforts will determine if use of these devices can offset issues arising from security policies which require constant changing of passwords. Current practices are highly burdensome on staff and technical support resources whenever password changes are imposed. The burden resulting from the security practice is so great that the resulting impact is that security is ultimately lacking, this is in part due to individuals writing down id's and passwords in order to remember. The eventual intent will be to utilize biometrics as an alternative to require constant password changes while still maintaining tight security controls. It is hoped that this technology may be leveraged to move the organization toward single sign-on.
Project Duration Dates:	Tentative project from July 2004 to June 2005.

Project Name	Biometrics
	Equipment procurement - (3) wireless PCI cards, (2) laptop PCMCIA cards, (3) wireless switches installed in 2 <sup>nd</sup> floor and (2) for Financial Services CCB 1 <sup>st</sup> floor.  Equipment installation - (3) wireless PCI cards in desktop PC's, (2)
	laptop PCMCIA cards, (3) wireless switches installed in 2 <sup>nd</sup> floor CCB Admin area and (2) in Financial Services CCB 1 <sup>st</sup> floor workspace.
	Conduct analysis of technology components through conducting normal business functions (staff will work side-by-side with hard wired resources)
Project Deliverables Key milestones,	Ability to leverage with a security model which spans multiple applications eliminating reducing the number of user id's and passwords required.
measurable/ tangible results	Efforts will also attempt to leverage Windows authentication and application security.
	Test/monitor/track/document benefits and issues (must be able to conduct work with no speed degradation). Tests will include interacting with electronic images.
	Transmission must be able to be secure
	Document lessons learned
	Assess viability for future use, expansion or specific application as appropriate.
Courts Participating	The Clerk's Office and the Court

Project Name	Biometrics
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local)
Benefit Assessment Court & public benefits	Security is a very important aspect of conducting the business of the Clerk's Office. Efforts that can improve security are of high value to the public. Processes minimizing downtime or the inability of staff to access automated systems while improving security enhance staff efficiency. The technology department will benefit from staff efficiency as well as the business units, generally in the form of less support calls.
Risk Assessment Technology, staffing and business risks	No technology staff risks are associated with this pilot project. From a business perspective, if the technology is found to be unreliable it could result in business disruption.
Financial Assessment  Products and services required, costs, and funding sources	The financial implications of this pilot project are very minimal. Aside from some small initial one-time investments, there is no financial impact. Some projects carry on-going funding commitments beyond the initial capitol investment.  Target funding source is Local JCEF – approximately \$2500
Interoperability (i.e. need for sharing data)	While the interoperability aspects of this project will not be directly related to data sharing, it has potential in developing a common security model that can be leveraged.

Project Name	Biometrics
Success Criteria and Measures	Reduced technical support calls related to password issues. Less productivity disruptions for staff resulting from to password changes based on security policy. An additional benefit will be better compliance with the security policy which dictates the need for regular changes to passwords.
Enterprise Architecture Compliance and Exceptions	N/A
Project Status	In 2001, the Clerk's Office purchased (4) proximity badge devices to test and evaluate security alternatives. These were used for a period of a year in cash receipting areas. Additionally, (2) biometric thumb print units were procured and placed in several areas during the same testing period. Initial testing revealed potential application benefits but further pursuit was abandoned due to technology obsolescence and changing business priorities.  Renewed interest based on improvements

Project Name	Biometrics
	Equipment procurement (10 days)
	Equipment installation (10 days)
	Analysis of technology components (5 days)
	Implement Windows authentication (3 days)
	Develop desktop test application (2 applications – 10 days)
	Test (5 days)
	Select pilot users (1 day)
	Modify 1st pilot application (5 days)
Project Plan with Milestones	Train users (1 day)
	Test/monitor/track/document benefits and issues (90 days)
	Assess viability (10 days)
	Select pilot users (1 day)
	Modify 2 <sup>nd</sup> pilot application (5 days)
	Train users (1 day)
	Test/monitor/track/document benefits and issues (90 days)
	Document lessons learned (15 days)
	Viability assessment (5 days)

Project Name	Case Management System Enhancement
--------------	------------------------------------

Project Name	Case Management System Enhancement
Project Description Scope and description of project	The Court has worked very closely with the Clerk's Office to develop a new functionally rich case management system which replaced the aging mainframe based predecessor. With the final modules implemented last year, focus has shifted to enhancing the application to better meet the changing needs of this office and the Court. A subcommittee of representatives within the Court and Clerk's Office meet regularly to prioritize feature enhancement and ease of use change requests.
Project Duration Dates:	On-going
Project Deliverables	
Key milestones, measurable/ tangible results	
Courts Participating	The Clerk's Office and the Court
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local)

Project Name	Case Management System Enhancement
Benefit Assessment  Court & public benefits	Improved functionality and tighter integration result in more efficient use of staff. Increasing workloads are not able to be offset through hiring of additional personnel so efficiency improvements is a leveraged means to address the workload issue. These benefits include Clerk and Court agencies.  With better automation, there is a result of improving the justice system which greatly benefits the public.
Risk Assessment Technology, staffing and business risks	Increased dependency on technology in performing the duties of the Clerk and Court is a risk which increases as more automation is used to improve productivity. Mitigation efforts have been adopted through redundancy and failover measures to minimize business disruptions.  Competing priorities from the various communities of participants can result in some significant delays in implementing requested functionality.
Financial Assessment  Products and services required, costs, and funding sources	The costs for ongoing enhancement/develop efforts will largely be addressed by the Court. These are generally addressed on a case-by-case basis as each initiative is developed and implemented although generally completed through the use of internal Court IT staffing resources.
Interoperability (i.e. need for sharing data)	Many of the requests for changes and modifications includes increased integration with other applications and improved access by staff to needed data.
Success Criteria and Measures	Improved performance, functionality which better meets the needs of the user community, meeting target objectives of each enhancement, achieving completed enhancement on time and within budget.

Project Name	Case Management System Enhancement
Enterprise Architecture Compliance and Exceptions	This application does not utilize the .NET framework established within the state-wide standard. However, the state does have a copy which they are attempting to migrate into .NET, the Court has indicated plans in the future to adopt .NET and eventually move iCIS into that environment but the effort is not expected to be undertaken for 24 months.
Project Status	Ongoing
Project Plan with Milestones	For each of the many changing priority items:  Prioritization  Analysis  Design  Development  Train  Test/monitor/track/document benefits and issues  Implement

Project Name Clerks Office Online Repository Enhancemen	t <b>s</b>
---	------------

Project Name	Clerks Office Online Repository Enhancements
Project Description Scope and description of project	Last year the office developed a central repository for metrics and production data. Efforts are underway to review, refine and implement improvements. Previously data was populated through manual data entry. Refinements will include populating County MfR reported metrics and key volume production information needed by management to improve decision making. Much of the logic exists currently in various locations, within reports and spreadsheets although some information is manually calculated as well. Included with the enhancements will be functionality to permit delivery of some almost real-time access to information regarding daily production levels.
Project Duration Dates:	April 2004-Jun 2005
Project Deliverables  Key milestones, measurable/ tangible results	Specific metrics as defined by business leaders being captured and accumulated in a central repository. Ability to perform Mfr reporting without manual intervention.  Delivery of access to accurate timely information to customers and business decision makers within the office.  Success will be measured by achieving the target project objectives and delivering project functionality on-time and within budget.
Courts Participating	Clerk of Court

Project Name	Clerks Office Online Repository Enhancements
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local) -Workforce plan (local)
Benefit Assessment Court & public benefits	Timely access to needed productivity information will benefit the organization through improved decision making. Improved ability to see performance degredation provides an opportunity to react in a more timely manner to minimize the impact. Visibility to production when business and technology initiatives are implemented. As a result improved staff efficiencies will result from having staff focusing on the right areas and able to identify and address bottlenecks.
Risk Assessment Technology, staffing and business risks	Inaccurate data could prove to be detrimental if decisions are made without validating the information provided. This will be addressed via periodic spot checks and audits of production information.  Technology resources focused on this effort will drain focus on other business initiatives, business management must recognize and realize the value of this effort or the project will not deliver the potential benefits.
Financial Assessment  Products and services required, costs, and funding sources	This effort will not seek funding, the development will be completed utilizing internal IT resources. The project will be completed using existing technology tools and products. As a result the initiative will not require the use of services of external vendors.
Interoperability (i.e. need for sharing data)	This application will be widely integrated to permit collection of production data from every application used in the Clerk's Office.

Project Name	Clerks Office Online Repository Enhancements	
	Ability to provide access to timely accurate data from a central repository when it is needed.	
Success Criteria	Improved visibility of operational productivity data.	
and Measures	Enhanced decision making	
	Increased awareness of impact when new initiatives are implemented.	
Enterprise Architecture Compliance and Exceptions	Not currently using .NET	
Project Status	A central repository already exists but data is manually entered currently. The project is currently in the analysis and requirements gathering phase.	
Project Plan with Milestones	Project plan will be developed once business leaders have prioritized the metrics they wish to have collected.	

Project Name Desktop Virtual	ization
------------------------------	---------

Project Name	Desktop Virtualization
Project Description Scope and description of project	With the broad based initiative in the Clerk's Office to move away from paper based processes, it affords the office an opportunity to target workforce issues. This project is a continued effort to establish the means to provide staff with the access to automation tools so they can perform their job function without respect to a specific physical location. By migrating applications to a web environment, it reduces the software installation burden considerably. Another aspect would be to make adjustments and configuration change to those applications where re-writing is not an option and hosting it on a centralized server and allowing remote access. The office has installed CITRIX as a possible resolution.
Project Duration Dates:	This will be an on-going effort to evolve the current automation tools used in this office to either a thin client web environment or shifted to a server based CITRIX environment.
Project Deliverables Key milestones, measurable/ tangible results	Establish a list of applications to be ported to either environment.  Track and manage each application as it is ported and validate it's successful operation in the new environment.  Provisions must be made at the remote site where the employee will be working (software and equipment, including communication capability).  Installation of the server equipment (already in place in a load balanced configuration).  Acquisition of sufficient licenses to support the number of required users.  Demonstrate ability for various staff to conduct their work successfully, measure productivity to ensure there is no negative impact as a result of the technology (behavioral issue needs to be isolated from technology problems).

Project Name	Desktop Virtualization
Courts Participating	Clerk's Office
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Improved flexibility (local) -Workforce plan (local)
	Budget constraints continue to impact the ability to compete with the private sector for staff. One method of addressing this is by providing non-monetary benefits to employees. The ability to afford staff greater flexibility in how, where and when work is performed may go a long way toward providing for this flexibility.
Benefit Assessment Court & public benefits	Previously support staff spent considerable time installing and configuring software on individual workstations to meeting specific user needs based on their job requirements. Under a more centrally managed configuration, installation and configuration can be done once and any number of users may be granted access very quickly.  There is also the potential for cost savings as the processing power on the desktop will not be as great since the work is largely being performed on the server. It is important to also note that there is a risk when the centralized server is disrupted.

Project Name	Desktop Virtualization
Risk Assessment Technology, staffing and business risks	Having the ability to support remote workers does not mandate that it be afforded to all staff. Specific jobs like specific staff will be more suited than others.  Productivity monitoring will become even more important  The complexity of setting up an application under CITRIX can be challenging depending upon how it is designed. Many off-the-shelf applications may not be able to be operated under CITRIX. Training for technical support staff is necessary in order to support a remote access environment. Support staff will also need to devise a method of setting up the user at the remote site or to address issues when they arise.  The costs for implementing remote access can require a significant investment.
Financial Assessment Products and services required, costs, and funding sources	(2) DELL 6450 servers running Windows 2000 advanced server running CITRIX in a clustered environment with 64 concurrent licenses.  A browser and standard software operating system installation typically with a CITRIX client addresses most configuration needs.  The Clerk's Office has already made an investment in the technologies required to move forward with this initiative. Recurring licensing costs are based on current levels have already been factored in to budgeted spending plans.  Recurring license costs are paid from CAFS fund.
Interoperability (i.e. need for sharing data)	While this project isn't specifically intended to address the exchange of data between entities, inclusion of typical email capabilities and other user specific communication and file sharing provisions interoperability problems will not be further aggravated.

Project Name	Desktop Virtualization
Success Criteria and Measures	Once a list of remaining applications is assembled along with a list of job types. A schedule will be developed with milestone target dates for completion.
	Meeting the established timelines for completion will be used to determine the level of success.
Enterprise Architecture Compliance and Exceptions	N/A
	Currently have the ability to support staff in many functions including the ability to provide access to MEEDS, EDM and iCIS. To date all web enabled applications are faciliated in a remote environment. The Clerk's Office has several staff participating in the County's tele-work pilot project.
Project Status	Terminal emulation has also been enabled for individuals that perform specific financial functions which require access to the CM/RFR system.
	Court Clerk's functions including access to digitized audio recording within FTR have also been proven to work.
	This office is expected to continue to working on this initiative with no specific target end-date. Migration of remaining applications will need to be assembled along with specific roles where a remote environment is deemed to be well suited. This will enable prioritization and sequencing of the subsequent activities.
Project Plan with Milestones	Not established at this time.

Project Name	Disaster Recovery
Project Description  Scope and description of project	The office is working with Court Security and other Court departments to develop and implement a comprehensive disaster recovery and business continuity plan to protect the valuable information assets. Plans which were developed during Year 2000 contingency planning are being revised to reflect current business practices.
Project Duration Dates:	Activity began in January of 2004 and initial drafts will be available within the next month. Efforts will continue to maintain a current plan will continue into the foreseeable future.
	Written business continuity plan
	Equipment and supplies needed in the event of an emergency
Project Deliverables	Backup site/location for use in the event of an outage
Key milestones,	List of team membership and roles
measurable/ tangible results	Tests of plan
	Documented results of tests
	Remedial action plan to address deficiency findings during test.
Courts Participating	Clerk of Court, Court, Maricopa County and other Justice and Law Enforcement Agencies.

Project Name	Disaster Recovery
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Providing access to swift, fair justice (state) -Connecting with the community (state) -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Workforce plan (local)
Benefit Assessment  Court & public benefits	A plan will enable staff to have access to information in the event of an emergency which describes what needs to be done. Written information which prioritizes various business functions enables staff to ensure most important services are restored in the appropriate order. Practice will ensure that in the event of business disruption, the plan is accurate and staff know how to respond appropriately. Existence of a plan demonstrates good public stewardship.
Risk Assessment Technology, staffing and business risks	Disaster recovery efforts will never be sufficient to include every situation. If the plan isn't updated to reflect current business priorities, it could result in detrimental actions and decision by staff since they will follow the information in an outdated plan. Budget implications for disaster recovery can be monumental and as a result funding is generally not funded.  Technology recovery efforts are tied to many dependencies with respect to infrastructure at the County level. If input from business entities don't reflect accurate prioritization of business functions, alignment of IT disaster recovery priorities could result affect restoration efforts. The burden on IT departments continues to increase due to the level of dependency on automated systems to conduct the business of the agency.  Prioritization of restoring public services in the event of a disruption will place public health and safety much higher than those of this agency. Result will likely leave Clerk and Court functions inoperable for an extended if competing for resources.

Project Name	Disaster Recovery
Financial Assessment  Products and services required, costs, and funding sources	History has shown that budgeting entities aren't able to fund Business Continuity/Disaster Recovery efforts. The office (as with others) will require equipment and other resources in the event of an outage examples include: family radios for local communication, cell phones for site to site communications, etc.  Additional details will be included along with estimated costs. This information will be submitted as a budget issue during the next
	budget cycle.  Access to information will likely play the greatest role in the event of
Interoperability (i.e. need for sharing data)	an outage. Decision makers must have current and accurate information available to them to aid in decision making. The level of need for information sharing will depend upon the nature and duration of the outage.
	Tests are completed with minimal service disruption.
Success Criteria and Measures	Information needed by decisions makers is available in a timely manner.
	Plan documents in sufficient detail the actions required by staff to enable restoration of service delivery to the extent possible based on the reason service was disrupted./
Enterprise Architecture Compliance and Exceptions	N/A
Project Status	Currently under way.
Project Plan with Milestones	Completion of a draft disaster recovery/business continuity plan will be available within the next few weeks.

Project Name	EDMS Expansion
Project Description (Provide scope and description of project.)	Since the Clerk of Court implemented EDMS, various tasks associated with each of the 4 phases defined in the master plan have been accomplished. These adjustments to the plan were the result of changes in business priorities of this office, the Court, and ICJIS. As the office continues to refine the functionality implemented to date, the office will continue to extend the workflow functionality toward the more detailed/complex routing required of some documents. Innovative and highly efficient work processes have recently been implemented improving document indexing and access.
	Additional integration opportunities are also targeted in this phase which includes direct submission of electronically generated Minute Entries from the MEEDS system into the repository for signed documents and those automatically generated from iCIS. Another objective is the demonstration of completing a document lifecycle from paper to electronic image for to film and back to paper, this aspect of the project will serve as archival proof of concept. Efforts will largely shift to those applications of EDM where implementation can best provide staff savings, this is expected to potentially target paper destruction as this is viewed as key to eliminating the current burden of support dual processes (paper based and electronic).
Project Deliverables (List key milestones & measurable/tangibl e results.)	Currently project plans include numerous high level tasks which reflect many of potential options of interest to the business community including non-court related uses which may also provide significant benefit to the office.  Refinement of the project plan will continue as the other business and technology initiatives are solidified to align the efforts and balance
Courts	resources.  Maricopa Clerk of Court & Courts
Participating	
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:
	-Providing access to swift, fair justice (state) -Connecting with the community (state) -Being accountable (state)

Project Name	EDMS Expansion
	-Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local) -Workforce plan (local)
Benefit Assessment (Include court & public benefits.)	Evolution to paperless court record provides for easier access/management of documents and records since stored in an electronic format. Reduces delays in accessing/processing information, minimize the potential for record loss. Access to record is no longer tied to physical location. Increased potential for a mobile workforce and resulting flexibility to offer tele-work/flex hours benefit for staff which could not participate in the past. Concurrent record access by multiple people will be possible. Ability to access information not tied to hours of operation adopted by the Clerk and Court.
Risk Assessment (Address technology, staffing and business risks.)	Minimal, the technology has been in place for over 2 years preceded by a pilot which spanned several years. Largely remaining risks in the technology area are potential business disruption resulting from system outages. The other potential source of risk originates from changes to business processes implemented in order to further leverage the technology to save staff labor.
Financial Assessment (products and services required, costs, and funding sources)	On-going costs for staffing, license fees and equipment lease charges have been budgeted into agency expenditures. As expansion activities are identified related to this project, the budget and spending plan will be reviewed and reflected in conjunction with an analysis of funding sources to ensure cost effectiveness and to assist in prioritization.  As access continues to expand to more external agencies, license costs (initial investment and on-going license maintenance) will need to be addressed. The other risk related to expansion concerns system capacity. Although performance is currently acceptable, if capacity
Interoperability	expansion is needed there will be a financial impact address equipment and/or network needs.  Targeted funding source – Local JCEF and EDMS fee.  The current product suite (OnBase and Kofax) implemented in
(Note need for sharing data.)	Maricopa County Clerk's Office has been adopted by the State (AOC) as the standard EDMS solution. Integration of this application through published APIs, using available integration services from authorized

Project Name	EDMS Expansion
	vendors allow developed solutions to be leveraged across the state among many exist state-wide applications. Integration with Court's case management system in Maricopa along with Efiling, public access screens, MEEDS, Marriage License currently provide the mechanism for sharing access to the without the need to provide copies of electronic documents.
Success Criteria and Measures	Project deemed successful if the objectives established based the review of business needs are met. Additional criteria includes achieving project deliverables on-time and within budget.
Project Status	Project effort (Phase I-IV) are currently being re-evaluated in conjunction with new initiatives.
Project Plan with Milestones.	As project objectives are re-evaluated and aligned, project plans reflecting corresponding milestones and budgets will be adjusted as business needs are prioritized.

Project Name	Electronic Filing Expansion
Project Description (Provide scope and description of project.)	In December 2003, the Clerk's Office implemented a pilot electronic filing system, a system aligned with the Superior Court's Complex Litigation initiative. The solution allows attorneys and pro-se litigants to do business with the Clerk and Court in a paperless manner. The next phase is expansion. The intent is to ultimately provide electronic filing across all case types. Objectives are to implement a vendor neutral solution that would allow multiple vendors to offer efiling services.
Project Deliverables (List key milestones & measurable/tangibl e results.)	Documented lessons learned from pilot Standardized coversheets/forms for use in efiling or paper based filing Joint efiling requirements document (Clerk and Court) Requirements and process changes Resource requirements (budget/staff - Clerk and Court) Project plan RFP Contract award Standard API

Project Name	Electronic Filing Expansion
	Core efiling logic (integration & local processing logic) Integration with financials, MEEDS, EDM, iCIS
Courts Participating	Clerk & Court in Maricopa
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Providing access to swift, fair justice (state) -Connecting with the community (state) -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local)
	-Improved flexibility (local)
Benefit Assessment (Include court & public benefits.)	Evolution to paperless court record for all case types. There are many general benefits to efiling including:  - Ease of access/management of documents and records since due to being stored electronically  - Reduced delays in accessing information; minimize the potential for record loss  - Access to records are no longer tied to physical location; concurrent access by multiple people will be possible  - Since information entered electronically at the source/by the source and passed to the integrated Court systems, entry of redundant information by Court/Clerk staff is eliminated.  - Ability to file documents 24 hours a day, 7 days a week, 365 days a
	In addition to the general benefits previously stated, expansion of efiling is intended to achieve more broadly strategic based objectives.  Although not necessarily achievable in the near future, these broad goals include:  - Support for a multiple vendor model is ultimately the preferred model although it may not be obtainable initially (court is prescriptive in use of a specific vendor currently)  - Permissive vs mandatory participation (meets needs of all customers, technology capable and not)

Project Name	Electronic Filing Expansion
	- Consistent efiling process and system which provides support to all case types (leverage ease-of-use for customer and staff)
	- Adoption of processes that will also assist in paper-based filing (since full efiling will take considerable time to implement – leverage use of standardized forms, whether efiled or in paper filed)
	- Utilize aspects of existing best-of-breed efiling implementations (efiling implemented in many courts, look for existing functionality and attempt to adopt vs creating)
	- System which allows for flexibility to easily accommodate changing business needs (needs constantly change – architect a system which isolates business rules to minimize need to reprogram)
	-Low system/usage costs (outsourced using multi-vendor model will keep agency and customer costs lower).
Risk Assessment (Address technology, staffing and business risks.)	To keep costs low, this project was outsourced to a vendor with revenue generated back to the vendor based on subscription and transaction fees. This proposed funding model requires users to be directed to the vendor to be able to electronically file with the Court/Clerk's Office. A prescriptive electronic filing model carries a perception problem in that the government mandates participant to subscribe and pay a specific vendor in order to have access to a government service. This may be able to be addressed if a model can be developed to permit multiple efiling vendors to participate. A single vendor permits the private service provider significant leverage with customer charges, alternative vendors will enable competition to keep costs lower.
	Another area of heightened risk in the current efiling pilot involves the vendor failing; transition to an alternate vendor will result in disruption of these activities and impact the legal process. The Clerk and Court have opted to permit selection of an alternative vendor during the contract award to minimize risk of disruption. This risk would be further mitigated if multiple vendors were designated as qualified service providers.
	If changes are needed to functionality of the system, the outsourced model proposed exposes the Courts/Clerk's Office to risk regarding cost and responsiveness. Contract provisions should be included to mitigate these concerns to the extent possible. Further risk reduction could be established if business rules are isolated through the system

Project Name	Electronic Filing Expansion
	architecture.  There is always a risk when the level of use of a system (with this cost model) is not sufficient to sustain its existence when a profit motive is the basis. To ensure some minimal level of participation, the pilot program included Court mandated use of efiling by all parties in a case designated as "Complex". Customers must recognize a benefit to electronic filing, if costs are too high it places barriers which could place the electronic filing initiative at risk due to lack of participation.  Development of standardized interfaces by the Clerk/Courts in conjunction with the efiling vendors will ensure a workable system which meets the needs of the customer, vendor and government.
Financial Assessment (products and services required, costs, and funding sources)	Pricing model used in the pilot was designed to minimize costs to the Court/Clerk's Office through the use of transaction fees paid by the users. System expansion may need to revisit the model to ensure it can be further utilized to support other case types. Cost offset for the Criminal case type is the most difficult, Clerk and Court staff are reviewing the potential of satisfying efiling in this case type through a joint effort working with Maricopa ICJIS department and the County Attorney as an extension of the File-a-case data exchange.
Interoperability (Note need for sharing data.)	This application was integrated with the Court's iCIS case management system, the Clerk's Office MEEDS, Electronic Document Management and access to electronic images has been provided via on-site public-access terminals. As EDM in implemented in other areas or provided to other users, the need to integrate EDM with other applications will continue to increase.
Success Criteria and Measures	Successful ability to electronically file documents from participating Attorney, information is passed to the Court and Clerk's Office systems. Pro se litigants must also have access to electronically file documents. Information flows bi-directionally between the Courts/Clerk's Office and the vendor to ensure a complete case record. Implementation is on-time and within budget and meets the requirements as set forth in the RFP under the Technical and Business Requirements table.
Project Status	Development of an Efiling master plan is being developed. Current efforts target documenting lessons learned from the pilot effort.
Project Plan with	Document lessons learned

Project Name	Electronic Filing Expansion
Milestones.	Research other efiling court implementations
	Develop standardized coversheets/forms
	Develop joint efiling requirements document (Clerk and Court)
	Conduct analysis of requirements and needed process changes
	Develop resource requirements (budget/staff - Clerk and Court)
	Create project plan
	Develop RFP
	Contract award
	Project start
	Develop standard API
	Develop local efiling core (integration & local processing logic)
	Complete integration
	Test
	Train
	Start of expanded Efiling & Eservice

Project Name	Electronic Signature Pilot
Project Description (Provide scope and description of project.)	A pilot project was targeted for the 4 <sup>th</sup> quarter of 2003/1 <sup>st</sup> quarter of 2004 to develop an electronic signature solution for use with Minute Entries which require a signature. This Clerk's Office effort will be coordinating with the AOC, Maricopa County ICJIS community, Superior Court Administration and Judicial staff along with the Secretary of State. Additionally, the project will include participation of representatives from the Secretary of State to ensure compliance with State requirements. Activities will also involve the Maricopa County Office of the CIO to validate adherence to County adopted standards. The projected solution will include provisions to address concerns including: authentication, non-repudiation and other items associated with moving away from a traditional signature. Expectation is that focus will be on adoption of a server based solution which includes processes which emulate a "chain-of-custody" metaphor to demonstrate the sufficiency of automation to ensure integrity and authentication of unaltered documents.
Project Deliverables (List key	Undefined at this time, but will include:  Analysis

Project Name	Electronic Signature Pilot
milestones & measurable/tangibl e results.)	Design Procurement (certificates, software, etc) Development/Integration of electronic signature logic within MEEDS Testing Training Implementation
Courts Participating	Clerk & Court in Maricopa County Justice and Law Enforcement agencies, AOC, Maricopa County OCIO, Secretary of State
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Providing access to swift, fair justice (state) -Connecting with the community (state) -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local)
Benefit Assessment (Include court & public benefits.)	The ability to move away from a written or "wet" signature is a challenge that many organizations have struggled with. There are many business processes that cannot be fully streamlined and maximized within the automated environment until this issue can be addressed. The ability to fully leverage the use of electronic court records will be possible with adoption of an acceptable electronic signature solution which includes: technology, business policy and culture change. A solution which addresses validation, authentication, non-repudiation and other concerns will lead to maximized use of electronic records. The initial benefits will be directed at the Clerk's Office, Court and others in Maricopa County justice community
Risk Assessment (Address technology, staffing and business risks.)	High, but reduced considerably by ensure a wide level of participation from other agencies in the community of interest both horizontally and vertically. Involvement of the participants include standard setting bodies horizontally and vertically. Targeting a very focused use to Minute Entries which must be signed also limits exposure considerably, initially consideration could permit the use of electronically signed documents co-existing with paper copies which continue to be signed until confidence in the capability is increased. There will be many challenges including training, cultural changes of

Project Name	Electronic Signature Pilot
	staff and individuals external to our office and other participant agencies.
Financial Assessment (products and services required, costs, and funding sources)	Cost information is unknown at this time. Funding source – ICJIS
Interoperability (Note need for sharing data.)	Although this pilot specifically addresses the signing of Minute Entries, the project may establish the foundation for use of electronic signatures throughout the County ICJIS agencies. To minimize impact of those external to this effort there is a need to establish a solution which delivers the ability for users to meet their business objectives with the least cost and complexity.
	As use of the electronic signatures begins to proliferate, it will be very important that the solution provide for flexibility of different approaches without compromising tight security. Alignment of policies and establishment of protocols will be needed to ensure project success short term but also into the future.
Success Criteria and Measures	Current functionality is maintained, new application is based on open technology, ability to generate reports. Utilization by participants and customers is not prohibitive or too costly. Project deemed successful if in addition to the above items being met - project deliverables are achieved on-time and within budget.
Project Status	Project effort and technology options are currently being evaluated.
Project Plan with Milestones.	Originally planned as an ICJIS pilot, with a tentative project start date of mid-May 2003 with estimated completion by September 2003. Due to priority changes resulting from the Electronic Filing pilot, this office began initial research for electronically signing Minute Entries in January 2003 with intent to begin work June 2004 as the Maricopa ICJIS community pilot electronic signature project. Since submitting of lasts year's strategic plan, the COT tasked TAC to establish statewide guidelines/standards. This agency has been working with the TAC subcommittee and the office will seek to adopt the

Project Name	Electronic Signature Pilot
	recommendations of TAC for use in this pilot. Timing will determine if there will be any impact on this effort based on assessment to affecting the Maricopa ICJIS effort.
	Project plans will be developed and adjusted for timing and specific requirements as the business needs and objectives with consideration of TAC recommendations.

Project Name	Justice Integration
Project Description Scope and description of project	County Justice and Law Enforcement (J&LE) agencies have partnered as part of an Integrated Criminal Justice Information System (ICJIS) project. The primary focus is the implementation of data exchanges to permit information sharing via a common integration engine. The effort is intended to eliminate duplicate data entry and increase efficiencies among all agency participants resulting in an improved Justice system overall.
Project Duration Dates:	Originally planned as a 7 year effort, the duration of the project will largely be dependent upon funding. Currently in the fourth year, it is estimated that there are approximately 24-36 months remaining in this phase of the project. The funding source, Maricopa County voter approved Jail Tax, was set to expire in 2007 but has recently been extended. Project participants and budgetary entities are reviewing options that may extend the project if funding is approved for a followon phase.

Project Name	Justice Integration
	This large scale and very complex project has numerous deliverables but broadly categorized, this will include:
	Staff (Technical support, Developers, Agency administration)
	Equipment (servers, network infrastructure and security devices),
Project	Software (database, software development and run-time licenses),
Deliverables	Training (tools)
Key milestones, measurable/	Consulting Assistance (Developers, subject matter expertise)
tangible results	Enumerated list of operational data exchanges (with associated project documentation)
	While there are numerous indicators that the project is progressing the realization of benefit will be assessed based on; Operational data exchanges (sending and receiving), improvements in the Criminal Justice system, labor and staff savings through efficiency gains or cost avoidance.
Courts Participating	Clerk of Court and Superior Court are working with other J&LE agencies in Maricopa County, other primary stakeholders include: Sheriffs Office, County Attorney and Public Defender.
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:
	-Providing access to swift, fair justice (state) -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local)
Benefit Assessment	Cost avoidance, improved criminal justice system and ultimately less jail time.
Court & public benefits	jan unic.

Project Name	Justice Integration
Risk Assessment Technology, staffing and business risks	The benefit of data sharing is reduced data entry, but it must be recognized that potential risks escalate due to dependency on the accuracy and validation of the source agency.
Financial Assessment  Products and services required, costs, and funding sources	ICJIS agency budget concerns continue to be worked. Approximately \$14 million of the original \$26 million Jail Tax fund allocation remain to cover the next two years of the project. There is significant effort directed toward securing funding for subsequent phases beyond the remaining 2 years of the current phase. Budget sources and the Citizen Oversight committee urge disposition of the on-going nature of the ICJIS department or project under the guise of an "End Game Strategy". Activity is underway to gather the information to support the cost/benefit rationale to continue subsequent ICJIS phases.
Interoperability (i.e. need for sharing data)	Tremendous potential benefit can be derived from a successful integrated criminal justice system. Each agency is challenged by the need to operate independently in carrying out the function of the organization while needing to interact with other J&LE departments and share information. The intent is to establish data sharing which maximizes the benefits of reduced data entry and accuracy while minimizing dependency through a centralized 3 <sup>rd</sup> entity approach using messaging technology.
Success Criteria and Measures	Number of successful data exchanges in operation  Number of successful data feeds transmitted  Number of successful data feeds received  Refer to ICJIS project document from the ICJIS department for additional specific criteria and success metric.
Enterprise Architecture Compliance and Exceptions	NA. The ICJIS participants have adopted an Enterprise Architecture standard which includes J2EE, UNIX and DB2 in their accepted technology environment.

Project Name	Justice Integration
	Currently 4 years into the 7 year ICJIS project.
Project Status	Major milestones remaining to be achieved within the next 12-18 months include: Criminal history worksheet and Management Reporting.
	Significant progress has been made to-date, specific project details are available through the ICJIS department.
Project Plan with Milestones	A copy of the ICJIS strategic business plan and operational plan is available from the ICJIS department which contains relevant project details.

Project Name	Local Network Enhancements
--------------	----------------------------

Project Name	Local Network Enhancements
Project Description Scope and description of project	This agency has adopted a long term strategy to move toward less paper intensive work processes. In the course of this evolution, the office has implemented EDM, electronic filing and other systems that provide information electronically. The success of re-engineering solutions to meet the electronic Clerk's Office objective is felt in the limitations of the Network infrastructure.  Since more data is available electronically staff are accessing the data in lieu of paper records. In effect, more and more data is needed by an increasing number of staff. Discussions with the County  Telecommunications department indicate that the in general the network backbone is capable of significantly greater throughput. The limitations exist in what is termed as the "edge" of the network, cabling and patch panels from a centralized local wiring closet to the wall jack where workstations plug into the network has been identified as the bottleneck. Throughout the various Clerk's Office locations there are over one thousand network jacks that must be rewired/upgraded to eliminate the bottle neck. Although the backbone is largely capable to handling more data in areas where it was upgraded, there are capacity issues to some of the remote facilities. The bandwidth problem is expected to increase in significance as other automation initiatives are adopted including expansion of EDM and Efiling.
Project Duration Dates:	Some re-wiring has already been performed over the past several years. This project initiative is on-going in nature and will likely extend beyond the duration of this strategic plan.
Project Deliverables  Key milestones, measurable/ tangible results	Patch panels  Network wiring upgrades (over 1200 identified – currently Cat 3)  Issues cover several different COC locations. Detailed information is available through Maricopa County telecommunications department.

Project Name	Local Network Enhancements
Courts Participating	Clerk of Court and the Court
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Providing access to swift, fair justice (state) -Connecting with the community (state) -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local)
Benefit Assessment  Court & public benefits	Higher throughput capabilities will prevent time-outs and improve performance of systems (including redering of EDM images). Better performance and connection reliability will result in staff efficiency increases. Developing a strategy to address the current capacity issues now will prevent communication degradation which could affect staff's ability to conduct the business of this agency.
Risk Assessment Technology, staffing and business risks	Not addressing the problem to date has resulted in the magnitude of the problem growing to a cost prohibitive size (this problem exists throughout all County agencies and most locations). Potential disruption of services could be severe in the event a plan of action isn't developed, adopted and funded in the near future.  Funding limitations and the number of network jacks in need of rewiring will result in addressing a small number annually over a considerable period of time, those locations where this isn't addressed face increasing risks.

Project Name	Local Network Enhancements
Financial Assessment Products and services required, costs, and funding sources	Cost estimates to update a network jack installation are approximately \$350 under normal conditions. Based on the number of connections requiring remediation, the effort will likely be a very long time to address. Resolution of site-to-site connections will require a considerably higher capital investment in addition to carrying recurring costs for on-going service.  This activity was originally requested to be addressed when the EDM master plan and budget was submitted to the County for review, OMB asked that the costs be taken from the EDM budget and reflected in the County Telecommunications department budget, which was ultimately denied. ICJIS indicated their intent to fund the upgrade in support of the EDM initiative but the funding request was also denied.  A variety of funding may be needed to cover the costs of this effort including General Fund (budget issue from OMB), Local JCEF, EDM fund and ICJIS.
Interoperability (i.e. need for sharing data)	As more agencies turn to leveraging technology to conduct their business, the dependencies of agencies on each other's automated systems will increase. A solid communication infrastructure is necessary to keep up with the need for electronic data.
Success Criteria and Measures	Lack of outages and disruption events. Speed and performance issues are reduced.
Enterprise Architecture Compliance and Exceptions	N/A

Project Name	Local Network Enhancements
Project Status	Within the ICJIS project, there are some limited funds ear marked to conduct approximately 600 wiring upgrades during the next fiscal year. The Clerk's Office is expecting to have some key EDM dependent workstation connections updated. Additional Clerk's Office upgrades are expected to be completed over the next several fiscal years.
Project Plan with Milestones	Not available at this time.

Project Name	Minute Entry Distribution Enhancements
Project Description Scope and description of project	The Minute Entry system consists of two components, the first deals with creation of the Minute Entry the other is a separate electronic distribution system. Over the course of the next year, there will be an effort to migrate the Minute Entry creation to a web based user interface. Another effort is the integration of iCIS auto generated Minute Entries directly into the MEEDS system.  The Court will be re-writing the Juvenile system, which currently handles Minute Entries. The Clerk's Office will be modifying the MEEDS application to allow handling Juvenile Minute Entries to provide a consistent process and eliminate the med for Court technology staff to develop Minute Entry functionality in the new system.
Project Duration Dates:	July 2004-Dec 2005

Project Name	Minute Entry Distribution Enhancements
Project Deliverables Key milestones, measurable/ tangible results	Completion of program enhancements on-time and within bud get.  Specific accomplishments will include: Electronic distribution of Minute Entries to current paper customers, Staff saving due to additional features (iCIS genenerated ME's flowing through application in lieu of printing and scaning). Expanded use by internal Family Support Center staff. Web based front end. Improved distribution logic, ability to provide notification to ICJIS agencies via the integration engine. Integration with FTR log notes.
Courts Participating	Court and Clerk of Court. Other courts throughout the state have adopted the use of the MEEDS application also.
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Connecting with the community (state) -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local)
Benefit Assessment Court & public benefits	Tremendous benefit potential exists for each of the enhancements described in this project. Generally the beneficiaries include not only the customer but also the Clerk's Office, generally in the form of less labor intensive process. Technology initiatives where benefits may be realized by more than one entity are very high value.  The MEEDS project continues to deliver very high value.

Project Name	Minute Entry Distribution Enhancements
Risk Assessment Technology, staffing and business risks	As with all applications that are integrated with other systems, the potential of negatively impacting another organization must be considered when making changes, the degree to which this application has become dependent for distributing data is significant. Outages have a significant impact on the operation of our agency and our customers.  Internal staff will need to become more familiar with the application since adoption of the application has spread to other counties around the state. Vendor availability is an identified risk for this agency.
Financial Assessment  Products and services required, costs, and funding sources	For each of the project initiatives outlined, the only cost element is contract labor for the vendor to make the required program modifications. Completion of all the feature enhancements described are estimated at \$210K but are expected to be accomplished over the next 14-18 months. Prioritization of the individual elements will reflect sequence of occurrence and therefore price since each is fix price bid by the vendor.
Interoperability (i.e. need for sharing data)	The primary function of the MEEDS application is to distribute the resulting Minute Entries to the customer whether in paper or electronically. It's existence and the functionality is driven based on interoperability/data sharing. As integration increases specific applications can neither be looked at individually nor can changes be made without interacting with the customers due to dependencies and the impact of changes. The MEEDS application is capable of delivering dynamically created electronic documents or streams of data sent along with XML tags.  In the past year, the MEEDS application has been transformed and integrated with iCIS, EDM, and Efiling. Future enhancement will continue to evolve the application to better meet customer needs. Project initiatives often from other business partners dictate that we communicate among our various communities of common interest to ensure we are fully leveraging our efforts to improve. An example would include another future enhancement to include creation and management of Juvenile Minute Entries which are currently done within JOLTS.

Project Name	Minute Entry Distribution Enhancements
Success Criteria and Measures	Increased staff efficiency is likely the greatest measure of success.  Currently Family Support staff do not currently use the MEEDS application to process their Minute Entries. Enhancements will be made to the application to allow configuration to specify which Minute Entries are posted to the web. This feature will enable MEEDS use by Family Support staff. As additional Minute Entry recipients have been shifted from receiving paper documents to electronic copies, staff have noted the need to enhance the distribution logic to permit more flexibility in meeting the delivery needs of the customer (ie more than one email address). Additionally, there is a likelihood that as additional County Criminal Justice agencies adopt preference for the electronic document the office look to use the ICJIS integration engine as a means to pass only a notification and a link to the Minute Entry document within the Cerk's Office EDM system, resulting in a reduction in the amount of data passing through the email system.  Another area being analyzed and prioritized is the integration of MEEDS with the FTR log notes product. Log notes, now fully Visual Basic compliant is capable of being integrated with MEEDS to provide for seamless operation to facilitate record keeping while creating a Minute Entry.  Auto generated Minute Entries created in iCIS currently do not flow through the MEEDS application, this enhancement will be completed in the next phase and will eliminate Clerk staff printing and subsequently scanning the document into the EDM repository.  In subsequent phases, the migration of the Minute Entry creation into a web environment will be measured by its completion on-time and within budget yet providing a streamlined method of data entry using check boxes, radio buttons and drop down list boxes.  Enhancements to the distribution module will also be ported to .NET as it is evolved into a broadly based general electronic distribution system capable of delivering electronic records to the intended recipient. It is likely

Project Name	Minute Entry Distribution Enhancements
Enterprise Architecture Compliance and Exceptions	N/A at this time. Future phases will eventually lead to migration of the MEEDS application into a .NET environment.
Project Status	The MEEDS project continues to undergo enhancements and include a recent addition of a test server. While the current activity is targeting a re-architecting of some of the underlying code to better support extensibility and ease changes due to changing business practices planning for the next phases are in progress.
Project Plan with Milestones	Detailed project plans will be provided prior to the project undertaking.

Project Name	MQ Series
Project Description  Scope and description of project	There are already many data exchanges in place where data is moving between various agencies. In many cases the same information is shared with multiple agencies requiring an feed to be done more than once. As part of the ICJIS project several agencies will be moving toward adoption of MQ Series as a standard way of passing information. The Clerk's Office will be looking to begin using the MQ Series client within the next couple of months and adopt use of the MQ Series Server product late in the fiscal year.
Project Duration Dates:	Although we will be participating in training offered through ICJIS to we can begin using the client, full adoption of MQ Series Server will likely be targeted toward the end of the next fiscal year. Estimated duration 12-14 months although actual implementation is expected to span 1-2 months.

Project Name	MQ Series
Project Deliverables Key milestones, measurable/ tangible results	MQ Series product  Server to house the application  Training  Migration of MEEDS XML data feed to ICJIS  Migration of other data feeds between the Clerk and Court  Migration of APETS data feed to MQ Series (AOC uses MQ currently)  New data transfers
Courts Participating	The AOC, Court and Clerk's Office
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local)
Benefit Assessment  Court & public benefits	Currently development is highly labor intensive in order to pass information. Connections via ODBC have proven to be less reliable and when systems are disrupted manual intervention is required to reestablish connections and ensure data transfer integrity. Adoption of the MQ Series tool will lead to a very standard industry best-practice implementation to manage data transfers using a current technology. This will result in more efficient use of IT resources including database administrator and developers.

Project Name	MQ Series
Risk Assessment Technology, staffing and business risks	Minimal once existing data feed migration is complete, however care will need to be taken to ensure disruption of exchanges are minimized during the transition. Adoption of MQ Series is actually a risk reduction effort since it is viewed as an industry standard approach to address data exchanges. Since technical staff are not familiar with this technology currently there is some risk until expertise is gained through training and use. Retrofitting existing data feeds which are currently in place may be viewed as "fixing something that isn't broke", business leaders will need to buy into the benefit of retrofitting, since the net result may be viewed as expending valuable resources for which nothing new is delivered.
Financial Assessment  Products and services required, costs, and funding sources	Target project costs are estimated to total approximately \$20K including a server to host the application and a server license. Training will be covered through ICJIS training budget.  Funding for client and training will be from ICJIS, second phase will be funded using Local JCEF - \$20K
Interoperability (i.e. need for sharing data)	Already there are many data exchanges in place where data is moving between various agencies. In many cases the same information is shared with multiple agencies and must be done more than once.
Success Criteria and Measures	Product procured, installed and operational along with equipment.  Operational data exchanges in place and running with demonstrated recovery capability.
Enterprise Architecture Compliance and Exceptions	N/A – although this product is currently the standard in use by the AOC, ICJIS and the Courts.

Project Name	MQ Series
Project Status	Training classes are currently being scheduled with implementation of client pending over the next month.
	<u>Current effort</u>
	Training (ICJIS – 1 week to be conducted in the next month)
	Installation of MQ client (ICJIS - 3 days to be completed in the next month )
	<u>Future phase</u> – late in FY05
	Acquisition of MQ Series Server product (2 weeks)
Project Plan with Milestones	Procurement of Server (2 weeks)
Milestones	Server installation (2 days)
	Software installation and configuration (1 week)
	Training (1 week)
	Migration of MEEDS XML data feed to ICJIS (10 days)
	Migration of other data feeds between the Clerk and Court (20 days)
	Migration of APETS data feed to MQ Series (10 days)

Project Name	New Financials - Integrated Financial Information System (iFIS)
--------------	---

Project Name	New Financials - Integrated Financial Information System (iFIS)
Project Description Scope and description of project	The Clerk's Office is seeking to implement a functionally rich integrated financial system to replace our existing mix of applications. This office is partnering with the Courts, county resources, external vendors and others to create, through a buy build model, an integrated solution that will meet the demanding needs of this office. For several years the agency has worked to remediate the existing system while partnered with the AOC to develop functional requirements reflecting the needs of a robust financial system for use in the court environment. With the recent disbanding of the MCAP project team, this office must seek a solution to the lingering problem with the agency financials. The overall approach is based on a high level of leverage which includes purchasing modules that exist and focusing development on integration and coding only where custom logic is required. Leverage will also be utilized by partnering. We will be working closely with County resources and Court technologists which recently completed development of the case management system that will integrate with the financials. Partnering will include vendor use; contract resources familiar with the accounting best practices and Microsoft who will provide architectural guidance using the new .NET technologies. By dedicating key resources in the office and a highly leveraged approach, the office is confident that the project will be very successful.
Project Duration Dates:	High level project estimates indicate that this effort will be 24-30 months in duration. The current 4 month analysis effort which is now nearing completion, will leverage data and requirements which have been under review for the past 3 ½ years under the guise of the joint AOC/Maricopa MCAP project. More specific dates will be provided in the Project Investment Justification document and project plan which is expected to be complete in the coming weeks as analysis is completed.

Project Name	New Financials - Integrated Financial Information System (iFIS)
Project Deliverables Key milestones, measurable/ tangible results	Initial analysis phase Functional requirements Project Plan Project budget and spending plan
Courts Participating	Project investment justification  Maricopa Clerk's Office, Adult and Juvenile
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Providing access to swift, fair justice (state) -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local)

Project Name	New Financials - Integrated Financial Information System (iFIS)
Benefit Assessment Court & public benefits	It is expected that as a direct result of this new system, there will be significant overall improvement to the processes associated with this office carrying out its statutory fiduciary mandates.  Improved financial accountability due to better controls, increased staff and process efficiency resulting from a system which is integrated, are just a couple of the benefits targeted with the new system. Staff within the Clerk's Office and business partners, including the Courts, which require access to financial data currently have to utilize multiple systems to locate the information of interest or must rely staff from this office provide the data. The intent is to provide access to the relevant financial information from within the court case management application. Complexity will be reduced through the adoption of standardized business processes and ease of use should be greatly enhanced through the implementation of streamlined functionality.  Further benefits include the blended buy-build model for system development which will maximize the use of resources (funds and staff). The intent is to purchase usable pieces (standard accounting modules) and limit development to constructing the specialized functionality where necessary. This will keep costs and risks to a minimum which ultimately benefits the taxpayers of Maricopa County. The result will be a highly integrated loosely coupled system architected to maximize potential reuse.

Project Name	New Financials - Integrated Financial Information System (iFIS)
	While this is a complex undertaking, this office is taking many actions to minimize risk and ensure a high level of success. Since the intent is to integrate with the case management system one of the partners in this projects is Courts, those individuals that developed the case management system will work with us to ensure integration is achieved.
	There are many risks that cause this office to move forward with this project, some of the more significant are:
Risk Assessment Technology, staffing and business risks	Current solution does not fit with our current technology direction, Changing needs of the business community, Rising expectation that disparate systems will share data, Rising cost of ownership, Single tiered architecture lacks scalability, Unsupported financial application, Lack of integration options, End of lifecycle for existing technology suite, (Unix/Informix/Fourgen)
	Key representatives from the business areas and IT department have been dedicated to this effort (3.5 for the current study) to ensure the highest probability of success. Since the Clerk's Office is proposing to utilize Microsoft .NET technology for this project, we will be working with technical staff from Microsoft. Although in the only preliminary, we are pursuing an arrangement where to have Microsoft will allocate resources to participate with our team in the development. Additionally, we will be working closely with the county Office of the CIO to ensure we leverage the talents and technical expertise available within Maricopa County.  While Clerk's Office management recognizes there are benefits to our current situation regarding our existing financial system, they also acknowledge there are risks with a technology undertaking of this
	magnitude, these include the target technology and impact of potential business disruption.
	An analysis effort is currently underway funded by the County to determine specific requirements and details of the project. The resulting document will be an overall plan to include a completed Project Investment Justification (PIJ) developed by GITA.

Project Name	New Financials - Integrated Financial Information System (iFIS)
Financial Assessment  Products and services required, costs, and funding sources	We have partnered with the County to secure funding to conduct the business analysis and develop a master plan which includes functional requirements, architectural design and budget information. Much more detail will be available at completion of the current study but we are currently planning to use Microsoft .NET technology and the system is expected to operate in a Windows based environment hosted on Intel based hardware platforms. The database will be SQL Server 2000 and we are planning to utilize some external consulting assistance to augment the internal technical development and business resources currently assigned. The analysis effort is currently underway and since it is not yet complete, specific details are not available for inclusion in this plan at this time.
Interoperability (i.e. need for sharing data)	The Criminal Justice system in Maricopa County is large and complex, as such there are many agencies performing various functions including the Clerk's Office. The agencies involved in the Criminal Justice community are service providers and customers at the same time. In order to ensure a smooth running efficient system there is a lot of information which must be made available, some of the data of interest is financial in nature. A relevant example includes Judicial and Probation Officers needing to know the status of fines and fees, as this is used in determining whether compliance is being achieved. The intent of the new system is to provide access to the staff and customers that need this type of information.
Success Criteria and Measures	Performance improvement will be a large factor in determining the success of this initiative. Recognizing that this is not wholly a technical issue in terms of processing speed, well designed automation must be leverage in conjuction with efficient process adoption. Savings in terms of time it take for staff to perform specific functions will be a more directly visible measurement  Ease of use improvements will also contribute to through reduced complexity, this has the potential to alleviate some staff training requirements and the time it takes to people up-to-speed.  Specific measurement and criteria for determining success during the project will be based on achieving project milestones, meeting timelines within budget projections. These must done while meeting quality expectations as defined for the project.

Project Name	New Financials - Integrated Financial Information System (iFIS)
Enterprise Architecture Compliance and Exceptions	This project is in compliance with the Judicial branch enterprise architecture standards. Plans indicate that the new financial system will be developed using Microsoft .NET which was recently approved by the Commission on Technology and adopted as a standard by the Arizona Justice Commission.
Project Status	Currently working to complete the initial analysis and design phase in an effort to define the scope, requirements and cost projections for the effort. Expected to be complete early May 2004, with plans to begin the actual project undertaking shortly thereafter based on plan review and funding approval.
Project Plan with Milestones	While specific details are not available at this time, the current analysis projected to last 3 months began mid-March and is expected to be complete

Project Name	Revenue Plus Upgrade
Project Description (Provide scope and description of project.)	The Clerk of Court currently utilizes a billing system developed by Columbia Ultimate within the Financial Services department of the office. The application to track the status of funds owed to the office and generation of notices.
Project Deliverables (List key milestones & measurable/tangibl e results.)	Server replacement Installation of new operating system Database migration to MS SQL Server Application software install/configuration Custom modifications Training Test Deploy in production
Courts	Maricopa Clerk & Court, APD and OMB

Project Name	Revenue Plus Upgrade
Participating	
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:
	-Providing access to swift, fair justice (state) -Connecting with the community (state) -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local)
Benefit Assessment (Include court & public benefits.)	Open technology based solution. The information being stored in a SQL Server database will provide the ability to generate ad-hoc reports using a standard reporting tool. Since standard application reports are in Crystal, modification of these reports is available to customize the reports to better meet the needs of the users. Changes to functionality or user requests previously required contracting with the vendor for services. Integration capabilities also exist in newer version of the product rewritten in native Windows environment. Current version facing obsolescence and prevents updating server operating system to Windows 2000 Advanced Server (currently running on all other servers).
Risk Assessment (Address technology, staffing and business risks.)	Minimal, the proposed vendor has the product installed at other customer locations – this is an upgrade to the current product functionality. Risk is higher to stay on existing technology since it is aging and will no longer be supported.
Financial Assessment (products and services required, costs, and funding sources)	The existing application will no longer be supported by the vendor. The aging product is developed in utilizing legacy technology and doesn't allow for access/integration.  Server replacement (existing unit out of warranty) - \$15K  SQL Server license required - \$18K  Data Junction - \$1500  Software/Training/Consulting services for data migration - \$60K  Targeted funding source – Local JCEF
Interoperability (Note need for sharing data.)	The project will provide the potential to allow sharing of collections information since it will be stored in an open database. This information will be leveraged to feed the existing Online Information Repository which serves as the central storage for metric data.

Project Name	Revenue Plus Upgrade
Success Criteria and Measures	Current functionality is maintained, new application is based on new open technology, ability to generate reports via Crystal Reports, Application is web based, database is SQL Server 2000. Project deemed successful if in addition to the above items being met - project deliverables are achieved on-time and within budget.
Project Status	Determining target date.
Project Plan with Milestones.	Tentative project start date is July 2004, estimated completion by September 2004. The project will be completed in 2 phases, initial project efforts (to occur in July) will focus on hardware replacement to address aging technology.

Project Name	Radio Frequency identification and tracking (RFid)
Project Description Scope and description of project	The Clerk of Court currently utilizes bar codes printed on file folders for the purpose of identifying and tracking hard copy case file documents. This information is maintained within the agency's File Tracking application. Recent technology innovations have developed a reasonably priced alternative to bar codes. Miniaturized transmitters can be placed onto the files and used in conjunction with RF detecting receivers to track file movement. The technology is currently successfully implemented in local libraries.  This project effort is limited to a technology pilot to validate feasibility for potential use in tracking files.
Project Duration Dates:	Tentative project start date is September 2004, estimated completion by January 2005

Project Name	Radio Frequency identification and tracking (RFid)
Project Deliverables Key milestones, measurable/ tangible results	Conduct site visits  Research suppliers  Procure transmitter/receiver hardware and application integration software  Develop small desktop application/database test vehicle integrated with biometrics  Select pilot users  Integrate with target user application  Train users  Deploy to pilot users  Test/monitor/track/document benefits and issues  Document lessons learned  Assess if viable to deploy in file tracking
Courts Participating	Maricopa Clerk of Court
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local)

Project Name	Radio Frequency identification and tracking (RFid)
	More efficient use of staff (less labor intensive)
Benefit Assessment	Potential cost savings in creation of case files
Court & public benefits	Potential cost saving in equipment (offset bar code scanner costs)
	Improved tracking of files
Risk Assessment Technology, staffing and business risks	Minimal risk since only a small investment will be made and effort is designed to be a pilot only. Technology is currently in use in local libraries, other agencies have also been investigating the technology and indicate it appears viable for adoption (local County Attorney moving forward with an implementation project).  Staffing impact is minimal, work will be conducted based on time availability, project will not displace other priorities. Review of results at pilot completion will include an assessment as to fit for the current business problem.
Financial Assessment  Products and services required, costs, and funding sources	Sample kits are available from several of the technology manufacturers. A small variety of transmitters are included and only one or two receivers will be needed. A kit can be procured for approximately \$2500. No external consulting services will be utilized; all work will be accomplished using internal staff.  Document Storage and Retrieval fund will be used to fund the effort.
Interoperability (i.e. need for sharing data)	None targeted at this time related to data sharing. Interoperability success will come from the ability to leverage an improved security model which meets operating system needs and spans multiple applications is a target objective.

Project Name	Radio Frequency identification and tracking (RFid)
Success Criteria and Measures	Ability to install and operate hardware  Ability to integrate via API to interact hardware/software with prototype application.  Ability to accurately and reliably read and detect presence of file folder when moved past RF receiver.  Ability to detect transmitter passing within 18 inches.  Ability to accurately and reliably detect multiple transmitters passing receiver simultaneously.  Overall efficiency and benefits exceed costs/effort of development resulting in improvement over current solution.
Enterprise Architecture Compliance and Exceptions	Application integration will utilize Microsoft VB .NET technology, consistent with the COT adopted standard.
Project Status	Pending project start date.

Project Name	Radio Frequency identification and tracking (RFid)
	Conduct site visit (5 days)
	Research suppliers (10 days)
Project Plan with Milestones	Procure transmitter/receiver hardware (15 days hardware/software)
	Purchase application integration software
	Conduct analysis of technology components (5 days)
	Develop small desktop application/database (3 days)
	Integrate RF (3 days)
	Test/monitor/track/document benefits and issues (60 days)
	Document lessons learned (10 days)
	Assess if viable to deploy in file tracking

Project Name	Technology Refresh
Project Description (Provide scope and description of project.)	Ongoing efforts to continue lifecycle refresh plans for the desktop workstation hardware based on 3 year renewal. In addition to the peripheral devices, current software plans include upgrade to Windows 2003, Windows XP pro, and Office 2003 during the next fiscal year.
Project Deliverables (List key milestones & measurable/tangibl e results.)	Replacement of aging and out of warranty servers (4 in the 12 months)  Replacement of aging and out of warranty desktop PC's (approximately 270/yr)  Replacement of aging and out of warranty peripheral devices (not achievable to-date due to budget constraints)

Project Name	Technology Refresh
	Deployment of Windows XP professional on the desktop
	Deployment of Office 2003 on the desktop
	Deployment of Windows 2003 on all servers
Courts Participating	Clerk & Court in Maricopa
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Connecting with the community (state) -Being accountable (state)
	-Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local) -Workforce plan (local)
Benefit Assessment (Include court & public benefits.)	Providing staff with current and powerful technology tools results in improved productivity. Increased efficiency is tied to better use of resources.
	Newer technology reduces the demands on technical support staff that might otherwise need to spend time repairing or addressing issues to tied to obosolesence when their attention would be better served in other areas.
	Observations of staff indicate that periodic technology refresh results in higher morale.
	Planned refresh cycles provide for an active plan to mitigate problems before they occur, generally support staff have less hardware problems to react to and conflicts when installing software.
Risk Assessment (Address technology, staffing and business risks.)	Adopting an on-going technology refresh program is very expensive and commits extensive resources on an on-going basis. Although there is significant to stay on existing/aging technology since it is aging and will no longer be supported.
	Staff is impacted greater when they find themselves reacting to problems rather than avoiding them.  Challenges associated with staying current with technology also exist and requires an on-going commitment to training. If the operating system or application is updated and the functionality or operation changes significantly it can result in an productivity and budgetary

Project Name	Technology Refresh
	impact which must be considered against the benefit of migrating.
Financial Assessment	Over the next fiscal year general server replacement estimate cost (depending on configuration) – \$10-20K
(products and services required, costs, and funding sources)	Adoption of new Server Operating system will depend upon County effort to implement Server licensing, otherwise costs will be paid on a per server basis for existing quantity as they are migrated.
	Targeted funding sources – Local JCEF/CAFS/County General Fund
Interoperability (Note need for sharing data.)	N/A
Success Criteria and Measures	Project deemed successful if in addition to the above items being met - project deliverables are achieved on-time and within budget.
<b>Project Status</b>	Project timeline is currently being evaluated against available funds
Project Plan with Milestones.	Tentative project start date is May 2004, estimated completion by June 2004 for this cycle.

Project Name	Wireless Networking
--------------	---------------------

Project Name	Wireless Networking
Project Description Scope and description of project	Review for potential adoption, the use of use of wireless data communication. With recent advancements, the office will work with County Telecommunications department to conduct an assessment of the current state of wireless network technology. Network jack installation costs continue to rise. Communication speeds now available over wireless connections have increased to the level where it is a viable alternative to cabled communication links. With increasing use of laptop computers throughout the office, this solution would potentially reduce the number of network jacks that are needed. It may also provide an alternative where asbestos abatement issues exist in older facilities. Additional costs are currently incurred whenever staff are moved or workspaces are reconfigured. This effort would be a pilot evaluation and is not intended for expanded deployment.
Project Duration Dates:	Tentative project start date is July 2004, estimated completion of evaluation by January 2005

Project Name	Wireless Networking
Project Deliverables Key milestones, measurable/ tangible results	Equipment procurement - (3) wireless PCI cards, (2) laptop PCMCIA cards, (3) wireless switches installed in 2 <sup>nd</sup> floor and (2) for Financial Services CCB 1 <sup>st</sup> floor.  Equipment installation - (3) wireless PCI cards in desktop PC's, (2) laptop PCMCIA cards, (3) wireless switches installed in 2 <sup>nd</sup> floor CCB Admin area and (2) in Financial Services CCB 1 <sup>st</sup> floor workspace.
	Conduct analysis of technology components through conducting normal business functions (staff will work side-by-side with hard wired resources)  Test/monitor/track/document benefits and issues (must be able to conduct work with no speed degradation). Tests will include interacting with electronic images.
	Transmission must be able to be secure  Document lessons learned  Assess viability for future use, expansion or specific application as appropriate.
Courts Participating	Maricopa Clerk of Court
Strategic Agendas & Initiatives Supported	The project support the following statewide agendas/local initiatives in Justice for a Better Arizona:  -Being accountable (state) -Serving the public by improving the legal profession (state) -Achieving target goals (local) -Statistic tracking/reporting (local) -Improved flexibility (local)

Project Name	Wireless Networking
Benefit Assessment	Potential cost savings over current telecom charges for network jack and wiring installation.
Court & public benefits	Ability to be more responsive when staff relocate or space reconfiguration is necessary.
Risk Assessment	Low, technology is commodity readily available in consumer electronics stores. Many organizations are using wireless technology very successfully.
Technology, staffing and business risks	Staff impact none, business risks exist if security is found to be an issue. Encryption needs could impact throughput. Overall low risk due to pilot nature of the initiative.
Financial Assessment Products and	Overall project effort not expected to exceed \$1500 in total. Tests will be conducted using existing computer equipment (desktop and laptop systems).
services required, costs, and funding sources	Local JCEF is the targeted funding source. No external labor resources will be necessary, all work will be accomplished using internal staff.
Interoperability (i.e. need for sharing data)	Access and ability to conduct normal daily tasks requires that the equipment interoperate with the existing network infrastructure within the agency and affected target areas.
	Hardware procured/installed
	Communication is reliable and dependable
Success Criteria and Measures	Speed of network traffic does not impede work effort.
	Cost savings can be realized.
	Transmission and reception able to penetrate walls to allow necessary communication.

Project Name	Wireless Networking	
Enterprise Architecture Compliance and Exceptions	N/A	
Project Status	Pending project start	
	Procure hardware	
Project Plan with	Install hardware	
Project Plan with Milestones	Test/monitor/track/document benefits and issues	
	Document lessons learned	
	Assess if viable alternative to cabled solutions	

# H. 4. Local Information Technology Strategic Resources

This section provides high-level information about the technology spending and resources by court.

LOCAL TECHNOLOGY RESOURCES		
	Amount of:	Number of:

Clerk of Court	Total Budget	Device Cost	Technical FTE Cost	Other Technical Cost	Clerk FTE Technical Staff*	City or County FTE Technical Support Staff
County General Fund	\$24 Mil	\$200,000	\$2 Mil	\$100,000	31	0
Court Automation Fund	\$200,000	\$0	\$0	\$200,000	0	0
Local JCEF	\$600,000	\$300,000	\$200,000	\$200,000	2	0
Child Support	\$500,000	\$0	\$0	\$100,000	0	0
Document Storage and Retrieval	\$1.2 Mil	\$0	\$0	\$100,000	0	0
EDM Fee	\$1.5 Mil	\$100,000	\$200,000	\$300,000	2	0
Victim Location/Spousal Maintenance	\$100,000	\$0	\$0	\$0	0	0
Fill The Gap	\$1.5 Mil	\$100,000	\$0	\$0	0	0

<sup>\*</sup> Clerk's Technical FTE = IT staff plus 4 FTE's in operations

### **APPENDIX**

## A. CURRENT ENVIRONMENT

#### 1. Hardware

This section lists the hardware deployed in the courts, including mainframes, servers, desktops, and other peripherals.

#### **Servers**

Description	Count	Operating System
Sun E450	2	Solaris
Sun E250	1	Solaris
DELL 6450	14	Windows 2000 Adv Server
DELL 6350	2	Windows 2000 Adv Server
DELL 4400	1	Windows 2000 Adv Server
DELL PE350	2	Windows 2000 Adv Server
DELL 2550	5	Windows 2000 Adv Server
DELL 2650	3	Windows 2000 Adv Server
HP NetServer	4	Windows 2000 Adv Server
DELL PE60	1	Windows 2000 Adv Server

# **Desktop Workstations**

Description	Count	Operating System
DELL GX110 P-III 533 Mhz	101	Windows 2000 Pro
DELL GX110 P-III 733 Mhz	237	Windows 2000 Pro
DELL GX150 P-III 933 Mhz	268	Windows 2000 Pro
DELL GX260 P-IV 2 Ghz	55	Windows 2000 Pro
DELL GX260 P-IV 2.4 Ghz	7	Windows 2000 Pro
DELL GX270 P-IV 2.4 Ghz	267	Windows 2000 Pro
DELL Latitude Laptop P-III 1 Ghz	10	Windows 2000 Pro
DELL X840 Laptop P-IV 2 Ghz	4	Windows 2000 Pro
TranSource P-IV 1.7G	36	Windows 2000 Pro

## **Peripheral Devices**

Description	Count	Comment
EPSON receipt printer	134	45 new

HP LJ2100 printer	223	
HP LJ2200 printer	119	
HP LJ2300 printer	32	
HP LJ4000 printer	2	
HP LJ4100 printer	2	
HP LJ4200 printer	6	
HP LJ4300 printer	3	
HP LJ4050 printer	3	
IBM 70 series printer	1	
Cannon CD-4046 Scanner	1	
B&H 2020 Scanner	5	
B&H 8080 Scanner	9	
Fujitsu 3099 Scanner	2	
Fujitsu 4099 Scanner	2	
Fujitsu Scanpartner Scanner	5	
Kodak scanner	2	
Kodak microfilm scanner	3	
HP Scanjet	2	
HP D135 Multifunction device	1	
Signature pads	1	
Plasmon M500	1	
Plasmon M256	1	

### **Network**

This section describes the network used by the Clerk's Office in Maricopa county. The network in centrally managed by a telecommunications department under the guidance and oversight of the County Office of the CIO. They are responsible for maintenance and installation of the telecommunications infrastructure, firewall, security and intrusion detection.

#### 2. Software

This section identifies all the software used in the Clerk's Office. It includes custom developed and supported applications (internally or externally) and commercial products. Applications listed in use also any word processing, spreadsheet, report writing and other database or other tracking applications.

Local Applications						
Application Name	Developed/ Supported by	Resides on ("local PC" or Server Name)	Courts Using	Description of Application		
JOLTS (Juvenile On-Line Tracking System)	Maricopa County Juvenile Probation	AS/400		The system for tracking juveniles in the court system, including juvenile probation, dependency and detention.		
Tax Intercept Program (TIP)	AOC	Local PC/AOC Server		A state standard system for reporting and collecting delinquent debt via Department of Revenue and AZ Lottery.		
Seagate Info/Crystal Reports	Crystal/AOC staff	AOC server		A report-writing tool for user ad hoc reports from various applications.		
Adobe Acrobat	Adobe	Local PC		A tool creating/reading documents in pdf format.		
Windows 2000 Professional	Microsoft	Local PC		The desktop operating system .		
Access 2002	Microsoft	Local PC		Desktop database		
Excel 2002	Microsoft	Local PC		A spreadsheet product from Microsoft.		
Microsoft Word 2002	Microsoft/local & AOC staff	Local PC		A word processing system.		

Local Applications						
Application Name	Developed/ Supported by	Resides on ("local PC" or Server Name)	Courts Using	Description of Application		
Outlook 2002	Microsoft	Local PC		The email and calendaring software.		
Arrearage Calculator	STG	Web Server		Applications integrated with State ATLAS system to calculate Child Support arrearages		
ATLAS	State DCSE	Server		Application used to track/monitor IV-D Child Support payments		
MTX	T-Squared/ITG staff	Server		COC internal accounting system for tracking stock and non-stock purchases		
Advantage	IMS/County OCIO	Server		County budget system		
Peoplesoft	Peoplesoft/County OCIO	Server		County HR/Payroll system		
Pathlore	Pathlore/County OCIO	Server		COJET Training database application		
ISA	Microsoft	Server		Proxy software		
Trend Virus Scan	Trend	Local PC and Various Servers		Virus detection software to protect local PCs.		

Local Applications						
Application Name	Developed/ Supported by	Resides on ("local PC" or Server Name)	<b>Courts Using</b>	Description of Application		
Cash Management Restitution, Fines &	Clerk of Court	Server		Custom developed application to track, manage restitution payment information also manages disbursement of funds.		
Reimbursements				automated transfer of case data to a collections vendor for noticing and collections efforts. It also include web payment and an IVR interface.		
Revenue Plus	Columbia Ultimate	Server	Clerk, APD, County OMB	Collections/billing application generally used in conjunction with the RFR Application .		
Digital Audio Product Name: FTR Gold	FTR	Local PC		Digital audio capture		
Document Scanning Product Name: Kofax	Kofax/Wave Imaging	Local PC/Servers		Document capture product		
Electronic Document Management System Product Name: OnBase	Hyland/Wave	Local PC/Servers		Document Management application – manages electronic records repository		

Local Applications						
Application Name	Developed/ Supported by	Resides on ("local PC" or Server Name)	Courts Using	Description of Application		
Disk Extender	Legato/Wave	Local PC/Servers		Manages jukebox migration of images to and from magnetic storage to optical media		
Felony Voter	Clerk/Maricopa Superior Court	Server		Data automatically fed to Secretary of State and County Elections department containing felony conviction data		
Integration- electronic data reporting of dispositions to DPS	Clerk and Maricopa County Attorney co- developed	MCAO Server		An electronic transaction to DPS with court dispositions.		
MEEDS (minute entry distribution system)	Maricopa Superior Clerk's Office developed/vendor supported by Smartbridge and local technology staff	Server		A software package interfaced to Word and iCIS that provides electronic minute entry forms generation and distribution.		
Clerk of Court web site	Clerks Office	Server		Provides general information, access to Minute Entries well as other services.		
IVR	Octel/3 <sup>Rd</sup> Wave	Server		Automated access to statewide Child Support Payment information.		
FaxBack	Octel/3 <sup>Rd</sup> Wave	Server		Automated Faxback system for forms		
SQL Server 2000	Microsoft	Server		Windows based Database product		

Local Applications								
Application Name	Developed/ Supported by	Resides on ("local PC" or Server Name)	Courts Using	Description of Application				
Informix	IBM	Server		Unix based Database product				
VSS Source Safe	Microsoft	Server		Source code version control application/				
VS. NET	Microsoft	Local PC		Application development suite				
Erwin	Computer Associates	Local PC		Data modeling tool				
MS Project 2000	Microsoft	Local PC		Project management tool				
Visio	Microsoft	Local PC		Diagram/flow charting tool				
Dreamweaver MX	Macromedia	Local PC		Web development suite.				
Contribute	Macro media	Local PC		Web content publishing tool				
Lift	Macromedia	Local PC		Tool to assist making web sites ADA compliant				
File Tracking	Clerk's Office staff	Server		Case file tracking system – thick client/web, SQL server 2000 db				
Marriage License	Clerk's Office staff	Server		Client-server marriage license tracking application VB, SQL Server db				
KDS	Clerk's Office staff	Server		Family Support Center tracking application VB, SQL Server db				
iCIS	Court staff	Server		Court Adult case management system				

Local Applications							
Application Name	Developed/ Supported by	Resides on ("local PC" or Server Name)	Courts Using	Description of Application			
PasTime	Clerk's Office staff	Server		Time/actiivty tracking and reporting application			
COOLS	Clerk's Office staff	Server		Central repository for production statistics			
WaLog	Clerk's Office staff	Server		Wage Assignment tracking			
Under Advisement	Clerk's Office staff	Server		Used to track/monitor cases under advisement			
Pre-Sentence Report	Clerk's Office staff	Server		Adult probation tracking application			
Trusts	Clerk's Office staff	Server		Trusts/bonds tracking application			
Electronic Criminal Disposition	Clerk's Office staff/County Attorney	Server		Used for automated disposition reporting to DPS			
ETS	Clerk's Office staff	Server		Application to track Exhibits			
Protobase	Protobase/Clerk's office staff	Server		Credit-card processing software			
GLINK	Gallagher Robertson	Local PC		Terminal emulator			
Solaris	Sun Microsystems	Server		UNIX operating system for Sun hardware			
Fourgen	Fougen	Server		4GL Informix code generator			

Local Applications								
Application Name	Developed/ Supported by	Resides on ("local PC" or Server Name)	Courts Using	Description of Application				
CITRIX	CITRIX	Server		Remote access tool				
Client Access	IBM	Local PC's		Terminal emulator for JOLTS - IBM				
Windows 2000 Advanced Server	Microsoft	Server		Windows server operating system				
Windows 2000 Professional	Microsoft	Local PC's		Desktop workstation operating system				
SNA Server	Microsoft	Server		Application for communication with ATLAS IBM mainframe				
Trend	Trend	Server/Local PCs		Anti-virus utility				
SMS	Microsoft	Server		Server management tool/remote control				
Crystal Reports	Clerk's Office staff	Server		Client-server marriage license tracking application VB, SQL Server db				
ArcServe	Seagate	Server		Client-server marriage license tracking application VB, SQL Server db				
Ghost	Symantic	Server		Utility for managing hard drive images				